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# FINAL PERFORMANCE EVALUATION: VICTIMS INSTITUTIONAL STRENGTHENING PROGRAM (VISP) FINAL REPORT

December 2022

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**Contract Title:** USAID/Colombia Monitoring, Evaluation and Learning Activity

**Contract Number:** 72051419C00001

**Submitted:** December 15, 2022

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## ACRONYMS

|         |                                                                                                                                                  |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| ACOPLE  | Community-Based Treatment Services for Afro-Colombian Victims of Torture (Alliance with organizations for the emotional)                         |
| AFRODES | Association of Displaced Afro-Colombians                                                                                                         |
| AMELP   | Activity, monitoring, evaluation, and learning plan                                                                                              |
| CAM     | Community Agent Model                                                                                                                            |
| CEV     | Truth Commission                                                                                                                                 |
| DNP     | National Planning Department                                                                                                                     |
| DPS     | Department for Social Prosperity                                                                                                                 |
| EPS     | Companies promoting and providing health services                                                                                                |
| EREG    | Strategy of Emotional Recovery                                                                                                                   |
| GoC     | Government of Colombia                                                                                                                           |
| IOM     | International Organization for Migration                                                                                                         |
| JEP     | Especial Jurisdiction for Peace                                                                                                                  |
| M&E     | Monitoring and Evaluation                                                                                                                        |
| MEL     | Monitoring, evaluation, and learning                                                                                                             |
| MOH     | Ministry of Health                                                                                                                               |
| MOI     | Ministry of Interior                                                                                                                             |
| PAPSIVI | Comprehensive health and psychosocial care program for victims of the armed conflict                                                             |
| PDET    | Development Programs with Territorial Approach                                                                                                   |
| PSM     | Propensity Score Matching                                                                                                                        |
| RPO     | Rural Producer Organizations                                                                                                                     |
| RUSICST | Unified Report of the Territorial Information, Coordination and Follow-up System of the Public Policy for Victims of the Internal Armed Conflict |
| RUV     | Unique Registry of Victims                                                                                                                       |
| SGSSS   | General system of social security in health                                                                                                      |
| SIP     | Integral Comprehensive System for Peace                                                                                                          |
| SNARIV  | National system of care and comprehensive reparation for victims of the armed conflict                                                           |
| USAID   | United States Agency for International Development                                                                                               |
| VISP    | Victims Institutional Strengthening Program                                                                                                      |
| VIVANTO | National Victims Information System                                                                                                              |
| VL      | Victims Law                                                                                                                                      |
| VU      | Victims Unit                                                                                                                                     |

## ABSTRACT

The United States Agency for International Development (USAID) Victim's Institutional Strengthening Program (VISP) aimed to strengthen the Government of Colombia's and victims' organizations' capacity to promptly and effectively implement the Victims Law (VL) and the Peace Accord. The program provided support to design, implement, and evaluate tools, methodologies, systems, projects, programs, and policies. The program prioritized 40 municipalities in ten departments, and its activities strengthened the institutional capacity of public agencies nationally.

This final performance evaluation aims to assess whether the program's interventions, deliverables, outcomes, and results have been accomplished. The evaluation utilizes eight questions that probe the program's contributions to improve assistance and services for victims and access to rehabilitation services, as well as promote economic stabilization. The evaluation also addresses the program's contributions to the Peace Accord implementation and includes questions regarding the sustainability of results and the challenges of working with different stakeholders.

The evaluation team applied a mixed methods approach with four components. First, the team conducted a review, content analysis, and strategic summary of over 120 relevant documents (e.g., program documentation, public policies, normative documentation, and evaluations). The team then collected qualitative data through more than 150 semi-structured interviews conducted at the national and local levels with 33 key informants (e.g., organizations, public agencies, experts, and implementing partner documentation). We subsequently performed quantitative analysis using data from ten secondary sources, relying on various statistical methodologies, including cross-sectional, probabilistic modeling, and quasi-experimental analysis. Finally, the team conducted 78 digital surveys at victim service points and health facilities in VISP-supported municipalities and comparable areas.

The evaluation team identified 110 findings, leading to 57 conclusions and 78 recommendations. The main conclusion of the evaluation is that VISP's flexible approach has been successful and has significantly contributed to the implementation of the VL by working jointly with national and local level actors to identify and implement actions to strengthen their institutional and individual capacity. This approach included collaboration on work plans for developing conceptual methodologies, operational protocols, intervention models, communication strategies, information systems, and follow-up mechanisms. Advances in contributing to implementing the Peace Accords were significant, albeit less visible and bound by time limitations. All in all, opportunities remain for continued support to the GoC and victim's organizations in advancing the implementation of the VL and the Peace Accord. This is especially true with regard to increasing victim's access to rehabilitation services; expediting economic reparations and the economic stabilization of victims; and guaranteeing conditions for the defense of human rights, especially in a context in which victimization continues and where there is a need to sustain political and monetary commitments to the comprehensive reparation for victims.

## EXECUTIVE SUMMARY

Colombia's five-decade internal conflict generated multiple forms of structural and direct violence, resulting in nine million victims, concentrated in rural areas, many of whom are of Afro-Colombian or indigenous descent and who live in poverty. The country has advanced significantly in establishing a legal and institutional framework for restoring the rights of victims through the adoption of Law 1448 of 2011 (hereafter the Victims Law, VL)<sup>1</sup> and the signing of the Peace Accord with the Revolutionary Armed Forces of Colombia (FARC) guerrilla group in 2016. Despite the legal, administrative, and fiscal advances of the last decade, restoring the rights of millions of victims and generating paths of inclusive development and peacebuilding, remain critical challenges in Colombia.

Recognizing the relevance and the challenges in this regard, in July 2012, the United States Agency for International Development (USAID) and the International Organization for Migration (IOM) signed a cooperative agreement aimed at supporting the effective implementation of the VL, launching the Victims Institutional Strengthening Program (VISP). Between 2012 and 2022, the program provided technical support for victims' organizations and the Government of Colombia's (GoC) policies, systems, and institutions at the national, departmental, and municipal levels, to strengthen capacity and build necessary competencies for the timely and effective implementation of the VL and the Peace Accord.<sup>2</sup> The program provided technical and financial support for the design, implementation, and follow-up of tools, methodologies, projects, and policies related to victims' rights. VISP emphasized the institutional strengthening of national and local agencies and victims' organizations. The program applied participatory, differential approaches to addressing the needs of women, indigenous, Afro-Colombian, youth, LGBTQI+ individuals, and victims abroad.

This final performance evaluation of VISP was conducted as part of the Monitoring, Evaluation, and Learning (MEL) Activity for USAID/Colombia. This evaluation aims to facilitate informed program management decisions, shaping the strategic design and implementation of current and future programs to improve development outcomes. The specific purpose of VISP's final performance evaluation is to assess whether the program's interventions, deliverables, outcomes, and results have been accomplished according to its theory of change and results framework. The evaluation comprises two types of questions. Five questions relate directly to VISP's performance, while two additional questions aim to collect data about other relevant aspects of USAID's interests on this topic.

The evaluation utilizes a mixed methods approach with four methodological components. First, the team reviewed and analyzed content, and strategically summarized over 120 relevant documents (e.g., program documentation, public policies, normative documents, and evaluations). We then collected qualitative data through over 150 semi-structured interviews conducted at national and local levels with 33 key informants (e.g., public agencies, experts, implementing partners, and victims' and civil society organizations). Subsequently, the team performed quantitative analysis using data from ten secondary data sources. The evaluation relied on different statistical methodologies, including cross-sectional,

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<sup>1</sup> This reference also contemplates the regulation developed to advance on the effective implementation of Law 1448/2011 regarding ethnic communities: Decrees 4633/2011, 4634/2011, and 4635/2011.

<sup>2</sup> Objective as stated in the final agreement amendment (2020).

probabilistic modeling, and quasi-experimental analysis. Finally, the team conducted 78 digital surveys at victim service points and health facilities in VISP-supported municipalities and comparable areas.

The evaluation design benefited from diverse and robust methodological approaches and good quality data. However, the results are subject to some analytical limitations. VISP's broad and sustained support for the VL, in some cases, made it difficult to distinguish results, advances, and challenges directly resulting from VISP-supported actions versus those resulting from the general implementation of the VL. It should also be noted that the quasi-experimental results could be undermined by potential spill-over effects from VISP targeted and non-targeted municipalities, given that a central focus of the program's support was support provided to the central government, potentially having a national reach.

Results from the evaluation were analyzed and triangulated, leading to 110 findings, 57 conclusions, and 78 recommendations. The main results are organized utilizing evaluation questions. They are summarized below, while further detail is provided in the report, as well as in Annex B (Supplementary analysis of data) and Annex C (Findings, Conclusions, and Recommendations Table).

## **EVALUATION RESULTS**

**QUESTION 1: TO WHAT EXTENT HAVE VISP'S (1) INSTITUTIONAL STRENGTHENING AND (2) DEVELOPMENT AND IMPLEMENTATION OF PUBLIC POLICIES CONTRIBUTED TO IMPROVING THE ASSISTANCE AND SERVICE PROVISION TOWARDS VICTIMS? WHAT WERE THE MAIN SUCCESSES AND CHALLENGES OF THE INSTITUTIONAL STRENGTHENING AND PUBLIC POLICY INTERVENTIONS?**

### **VICTIMS' REGISTRY AND INFORMATION SYSTEMS**

VISP supported the victims' registry process, developing information systems (the Unique Registry of Victims, RUJ, and the National Victims Information System, VIVANTO) and training tools to increase ownership and sustainability. These actions improved the timeliness, relevance, and follow-up regarding victims' service and reparation measures, which contributed to overcoming the unconstitutional state of affairs in this regard.<sup>3</sup>

### **PSYCHOSOCIAL REHABILITATION**

VISP served as a key ally in the process of theoretical and operational consolidation of rehabilitation strategies (PAPSIVI<sup>4</sup>, the strategy of emotional recovery, e.g., EREG, and Entrelazando). Its support was also key in mainstreaming the psychosocial approach reflected in various services, assistance, and reparation actions related to the comprehensive reparations for victims, as well as the implementation of emotional care actions.<sup>5</sup>

VISP strengthened psychosocial rehabilitation strategies through training victims working as community agents, community promoters or weavers (in Spanish: *tejedores*).<sup>6</sup> However, despite the relevant role of

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<sup>3</sup> Colombia's Constitutional Court both dictates when there is a violation of rights as defined in the Constitution. It also evaluates when the violation of rights (i.e., the unconstitutional state of affairs) is overcome.

<sup>4</sup> The Comprehensive Health and Psychosocial Care Program for Victims of the Armed Conflict

<sup>5</sup> Within the support for the improvement of psychosocial and community rehabilitation services, VISP began to implement a Comprehensive Care Strategy which includes an emotional care component.

<sup>6</sup> The "community agent" role in rehabilitation strategies refers to victims or local leaders that work as a bridge between the rehabilitation strategy and the community. For instance, they identify potential beneficiaries, reach out to them to tell them about the strategy, generate trust, and facilitate dialogue.



these types of agents, there are no mechanisms to officially recognize or provide them professional certifications. Additionally, they are generally not paid, and the specific impact of their role on rehabilitation strategies has not been evaluated.

Existing rehabilitation measure evaluations are fundamentally process based and do not provide information on their impact or effectiveness in achieving emotional recovery (input and output measures). Additionally, information is lacking on the systematic integration of rehabilitation measures with other victims' reparation measures.

### **PHYSICAL REHABILITATION**

VISP supported the MOH with consolidating the physical/functional rehabilitation model and with the disability certification process.<sup>7</sup> This has positively impacted victims and the general population by improving adherence to and the quality of rehabilitation processes. It has also strengthened the health systems' low and medium complexity levels network.<sup>8</sup> However, the physical rehabilitation model faces challenges related to the health service providers (EPS) services contracting throughout the country, as well as in regard to the systematic coordination of these services with other rehabilitation measures.

### **COLLECTIVE REPARATIONS**

By working with the State and Collective Reparation Subjects (SRC)<sup>9</sup> simultaneously, VISP supported the implementation and completion of Comprehensive Collective Reparation Plans (PIRC). However, challenges persist to speed up the completion of these plans, such as maintaining fluid dialogue and trust between the parties.

### **MONETARY COMPENSATIONS**

VISP supported the delivery of monetary compensation to victims by strengthening its coordination with other victims' reparation measures (e.g., psychosocial reparations and satisfaction measures). However, challenges persist in accelerating their delivery and in systematically integrating these with other reparation measures.

### **INCOME GENERATION**

Strengthening institutional services addressing victims' income generation was not a central component of the program; nonetheless, specific actions carried out provided interesting results (e.g., expanding coverage, improving follow-up, and incorporating differential approaches<sup>10</sup>) that could be replicated in other programs related to victims' economic stabilization.

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<sup>7</sup> The physical/functional rehabilitation model refers to the process of medical and therapeutic actions aimed at ensuring that persons with disabilities are in a position to achieve and maintain an optimal functional state in a way that enables them to modify their own lives and be more independent (Law 1618 of 2013, Art. 2). This goes beyond the physical and can focus on the sensory, intellectual, psychological, or social perspective.

<sup>8</sup> This refers to the degree of complexity of a health service based on the type and severity of the health conditions it serves, the level of specialization among the medical professionals, and the characteristics of the health technology they use. There are three levels: low, medium, and high. Resolution 3100 of 2019 specifies the type of health services that can be provided through each of the aforementioned levels.

<sup>9</sup> Targets of the collective reparation include impoverished communities, ethnic communities and peoples, organizations, groups, and social movements that suffered collective damages due to serious violations, human rights violations, and collective rights violations in the context of the armed conflict.

<sup>10</sup> Approach that strengthens institutional processes to provide care to vulnerable populations like women, indigenous, Afro-Colombian, and LGBTQI+ individuals.



## **SATISFACTION AND NON-REPETITION MEASURES**

VISP contributed to positioning and institutionalizing historical memory as a measure of satisfaction<sup>11</sup> within the framework of comprehensive reparations, supporting public entities and civil society to advance initiatives, spaces, and remembrance products. However, these issues became less relevant in defining work plans with the GoC during the last four years of program implementation.

## **PARTICIPATION**

VISP played a leading role in developing individual, organizational, and institutional capacity for victims' effective participation within the framework of the VL. Evidence of these advances includes overcoming the unconstitutional state of affairs on this issue.

## **INCLUSION OF THE DIFFERENTIAL APPROACH**

VISP has significantly contributed to incorporating a differential approach in the service and reparation processes for victims, both at the national and territorial levels. The program achieved these advances by developing and implementing policy tools, as well as through socialization and training that supported their use. Despite these advances, challenges remain in addressing the specific and persistent gaps of minority population groups within the VL's framework.

VISP successfully strengthened the representation of various victim groups (women, indigenous, Afro-Colombian, and LGBTQI+ individuals), supporting their participation in victims' roundtables and other local planning and dialogue activities. The program also successfully promoted organizational and community leadership processes.

## **DECENTRALIZATION OF THE VICTIMS LAW**

VISP has been a key player in implementing the VL in the territories by providing support for understanding the law and its measures and accompanying the institutional adjustments required for adequate budgeting and implementation at the local level. These advances are notable in municipalities beyond those targeted by the program.

## **COMMUNICATION OF THE VICTIMS LAW**

VISP supported various mechanisms to disseminate the VL, contributing to an improved understanding of the law from the public and civil actors. This contributed to the application of complex content of the law at the national and local levels.

## **MONITORING AND EVALUATION OF THE VICTIMS LAW**

VISP's extensive support in developing and implementing M&E tools and information systems reached local governments and enforcement agencies. This increased the information available to make accurate assessments of the implementation of the VL and provided inputs for decision-making.

VISP's monitoring, evaluation, and follow-up strategy, and its incorporation into different processes with various actors, contributed to the adequate use of inputs generated by the program for decision-making and adaptation of actions, constituting more than a reporting process.

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<sup>11</sup> According to the VU, satisfaction measures are part of the individual and collective dimensions of victim reparations, which seek to compensate for the damage suffered through the reconstruction of the truth, the dissemination of historical memory, and the dignity of victims.

## **COVID-19 EFFECTS**

Despite the COVID-19 pandemic, VISP was able to adapt activities designed for in-person implementation to virtual environments, generating capacity in local governments and victims to overcome some of the connectivity and digital difficulties faced in target municipalities.

## **QUESTION 2: WHAT GAPS AND CHALLENGES DOES THE GOC FACE TO SUSTAIN VISP-SUPPORTED INSTITUTIONAL STRENGTHENING AND POLICY IMPLEMENTATION RESULTS?**

### **TECHNICAL CAPACITY FOR SUSTAINABILITY**

VISP's technical support to assess, understand, and accompany the implementation of the VL was fundamental to the organization of institutional processes. VISP rightly concentrated its efforts on strengthening individual and organizational capacity at the national and local levels. A greater number of difficulties were faced in consolidating capacity in local governments, which represents a challenge to the sustainability of results.

Despite advances in psychosocial and physical rehabilitation, local capacity for sustainability remains limited in terms of technical ownership, institutional management and coordination, coverage, use of information systems, qualification and retention of human talent, and socialization of services offered.

### **FISCAL CAPACITY FOR SUSTAINABILITY**

The financial resources required to implement the VL are high, especially where victimization continues. Financial challenges are even more significant locally, where management and budget execution capacity remain low. In the targeted territories, VISP provided significant direct financial support and the absence of future financial support through international donors could limit the sustainability of achievements.

### **POLITICAL WILL FOR SUSTAINABILITY**

Although VISP has strengthened the GoC's capacity for an institutional response to the provision of victims' comprehensive assistance and reparations, its absence could imply sustainability challenges related to political commitment and to the fluidity of the relationship between the government and the victims.

### **SECURITY GUARANTEES**

The continuation of violence is a significant challenge to the sustainability of the results achieved by the GoC with VISP's support. This violence generates operational and funding challenges (as it requires significant investments in humanitarian assistance and in the provision of reparation measures) and thereby poses risks to the security of communities, especially for individuals who lead participatory spaces and those who defend human rights.

### **MAINTAINING CITIZEN PARTICIPATION**

The progress made in victims' participation, supported by VISP, represents a gain as it relates to the sustainability of the VL implementation, as individuals participating in victims' roundtables have acquired oversight and public advocacy capacity. Work could continue to extend these capacities to additional organizations.

### **M&E FOR SUSTAINABILITY**

The M&E processes related to the comprehensive services and reparations for victims, including those supported by VISP, have generated institutional memory and have facilitated understanding of

interventions and their results. This contributes to the adaptation, scaling-up, and sustainability of actions supported by VISP.

Although VISP's operational practices included internal feedback in its actions, with the exception of a few projects, there is no evidence of systematic knowledge management exercises with government counterparts to systematize and disseminate lessons learned or to incorporate modifications that contribute to the sustainability of results.

### **QUESTION 3: TO WHAT EXTENT HAVE VISP-FUNDED INTERVENTIONS INCREASED ACCESS TO PHYSICAL AND PSYCHOSOCIAL REHABILITATION? WHAT HAVE BEEN THE MAIN FACTORS THAT CONTRIBUTED TO IMPROVEMENT OR THAT DELAYED ACCESS TO THESE SERVICES?**

#### **ACCESS TO PSYCHOSOCIAL REHABILITATION**

VISP supported the creation and operation of the Victims Unit (VU) psychosocial rehabilitation strategies (Entrelazando and EREG), facilitating victims' access to psychosocial care through the local presence of professionals and community agents trained to support these initiatives. Despite these advances, challenges persist in coverage, quality, and in the impact evaluation of these strategies.

#### **ACCESS TO PHYSICAL REHABILITATION**

VISP supported the MOH in implementing processes to facilitate victim's access to the PAPSIVI and physical/functional rehabilitation centers in low and medium-complexity level health centers. It supported training processes, grants, technical assistance, and dialogue with different health system actors. These actions positively impacted health care not only for victims, but also for the general population, even in non-VISP municipalities. Despite these advances, weaknesses persist in the GoC health system with regards to expanding coverage, providing services permanently, and coordinating psychosocial care with physical and other mental health services.

#### **FACTORS AFFECTING ACCESS TO REHABILITATION**

Psychosocial care and rehabilitation services are not coordinated with public policy actions on mental health or social inclusion, or with the general public and individual health processes within the health system. As a result, victims receive fragmented physical and mental health care services and the services they receive rarely use a psychosocial and rights-based approach.

Socioeconomic factors affecting access to rehabilitation services include ethnicity, geographic location, age, and economic status. While women have greater access to these services, people of minority ethnic origin residing in dispersed rural areas, youth, and older adults, have limited access. The GoC faces a critical challenge in methodologically, operationally, and financially adapting its psychosocial rehabilitation strategies to reach and help these populations heal.

### **QUESTION 4: WHAT ARE THE MAIN STRENGTHS AND WEAKNESSES OF THE "COMMUNITY AGENT MODEL"?**

#### **COMMUNITY AGENT MODEL (CAM) STRENGTHS**

The CAM effectively reduced mental health and post-trauma symptoms through a peer-based care approach. This resulted from a strong training and supervision process for community agents, building

trust between beneficiaries, a partnership with organizations for the emotional (ACOPLE)<sup>12</sup> team, and strengthening the social fabric at the local level.

Throughout its implementation, the CAM adopted innovative measurement strategies, implemented effective research, and utilized a comprehensive approach for supervising cases and accompanying community agents to promote the quality of interventions. This reflects a unique characteristic of the CAM over other psychosocial care strategies and is a strength of the implementation model.

### **CAM WEAKNESSES**

Despite raising awareness for the health service provision protocol with community agents and the Afro Colombian population and adapting this in various languages to better contextualize it, the CAM did not include formal methodological adaptations from its original model and did not formally include gender and ethnic approaches in its care protocols, although the majority of beneficiaries were Afro Colombian women.

The organizational strengthening provided to the Association of Displaced Afro-Colombians (AFRODES) was insufficient to adequately transfer the technical, administrative, and financial capacities required for the sustained implementation of the CAM after USAID's support ended.

### **CAM SUSTAINABILITY**

Although dissemination actions were carried out, the CAM model has not been appropriated by government entities due to challenges in the relationship between the MOH and the VU, as well as weaknesses in the management processes of local Health Secretariats and the high costs of the model.

## **QUESTION 5: WHAT WERE THE LESSONS LEARNED AND RESULTS OF THE VISP PILOT PROJECTS DEVELOPED TO STRENGTHEN THE CAPACITY OF CSOS IN ECONOMIC EMPOWERMENT, EMPLOYABILITY, AND INCIDENCE IN PUBLIC POLICIES? 13**

### **LESSONS LEARNED**

The flexibility in VISP's pilot intervention model distinguishes it from traditional policy tools, facilitating work with various Rural Producer Organizations (RPOs) while responding to their specific needs and capacities, which were collaboratively defined.

There are opportunities to tailor the organizational strengthening model further to respond to the particular needs of specific victim population groups.

Despite providing comprehensive support to strengthen the organizational, technical, commercial, and financial capacities of RPOs, challenges remain with regard to increasing their economic opportunities. It is acknowledged that these challenges are constrained by contextual economic conditions. VISP's economic stabilization pilot projects were innovative in various ways, including an emphasis on practical learning, peer-to-peer learning, organizational empowerment, and assistance to local governments to support the economic stabilization of victims' RPOs and their members. The pilot project was successful in systematizing lessons learned. However, there are opportunities to further disseminate and transfer

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<sup>12</sup> ACOPLE is a program financed by USAID between 2011 and 2021 to work with community agents, through professional supervision, to provide psychosocial support to victims of the conflict.

<sup>13</sup> By incidence we understand informing public policy and providing inputs for policy design.

these lessons to become effective inputs for the design and implementation of future private and publicly funded interventions aimed at supporting income generation by victims or other vulnerable rural populations.

Despite not being a core component of VISP, working directly with RPOs to advance the victims' economic stabilization proved to be a successful and necessary focus of the comprehensive reparations process for victims.

**QUESTION 6: WHAT HAVE BEEN THE GOC'S ACTIONS, RESULTS, AND LESSONS LEARNED TO IMPROVE THE ECONOMIC STABILITY OF VICTIMS? IS THERE A NEED FOR USAID PROGRAMMING IN THIS AREA? WHAT SHOULD BE THE STRATEGY OF THIS PROGRAMMING?**

#### **ACTIONS AND RESULTS REGARDING INCOME GENERATION BY VICTIMS**

Despite the importance of income generation as part of advancing the comprehensive reparations for victims, and despite some advances in providing programs to support victims' economic stabilization due to the VL, there is no formal public policy guiding the design, implementation, or coordination of such interventions.

Both income generation programs for victims and general programs for vulnerable populations that victims can access offer similar support. This support consists of training and financial support, following an individual assistance-based approach. No clear, distinct approach to working with victims exists.

The number of victims that have accessed income generation programs is unclear and is limited as compared to the universe of victims potentially requiring this support, which is a critical consideration in achieving the comprehensive and sustained reparations for victims.

#### **LESSONS LEARNED REGARDING THE INCOME GENERATION OF VICTIMS**

Victims have accessed a diversity of public programs. However, the ample supply of programs is not structured using a comprehensive services protocol. Defined coordination mechanisms or guidelines to help target or implement the different interventions, or link these with other victim reparation measures, do not exist. This is due to the persistence of an unclear institutional arrangement and leadership role within the GoC to orient interventions supporting victims' income generation.

The impact and sustainability of results from victims' access to income generation programs remain unclear. This is partly due to limitations in measurement, follow-up, evaluations, and in-program design, including the short duration of interventions and the limited financial resources offered to beneficiaries. In addition, contextual barriers such as the bad quality of infrastructure, the persistence of insecurity, and the limited development and access to local markets also constrain potential impacts.

Interventions to support the employability of vulnerable populations, including the victim population, are supplementary to entrepreneurship interventions, given the differences in skills that beneficiaries typically require to access each. However, there are important challenges in supporting employability in rural areas where the supply of employment is low, job training and victims' qualifications are limited, and dissemination and access barriers persist.

Labor intermediation programs that are holistic and provide quality services, support different parts of employment pathways, and adapt to local contexts are more likely to result in job placement. However,

these requirements are technically and operationally demanding, costly, and require prolonged support to achieve effective and sustained job placement.

**QUESTION 7: WHAT WERE THE MAIN RESULTS AND LESSONS LEARNED FROM THE VISP INSTITUTIONAL AND TECHNICAL ADAPTATION STRATEGY TO SUPPORT THE PEACE ACCORD'S IMPLEMENTATION? WHAT CHALLENGES DOES USAID STILL FACE WITH REGARD TO PEACE ACCORD VICTIM INTERVENTIONS?**

**RESULTS AND LESSONS LEARNED**

VISP was designed to support the institutional response by providing victims with comprehensive assistance and reparation. Although there is a link between this and the content and scope of the Colombian transitional justice system, the implementation of the Peace Accord is based on achieving structural transformations through an exceptional and temporary institutional arrangement (JEP, CEV, UBPD). This requires a dynamic and concrete support scheme outside of the VL.

The emotional care support that VISP promoted within the Comprehensive System for Peace (SIP) entities helped to highlight the entities' positive impact on the results and performance of officials within the respective organizations.

The territorial reconfiguration of VISP in the Development Programs with Territorial Approach (PDET) municipalities was relevant because the actions around providing victims comprehensive assistance and reparations facilitated the subsequent development of the Peace Accord components.

**CHALLENGES**

VISP's support for implementing the Peace Accord focused on a series of specific institutional strengthening actions that were fulfilled. However, complex social issues typical of long-term processes and requiring a macro approach, such as the promotion of coexistence and social dialogue, lacked the necessary time for their complete and effective implementation in some cases.

At the local level, actors had limited clarity regarding the scope of the program's support for the Peace Accord implementation, as well as how actors involved in the Colombian transitional justice system interact and integrate.

Despite the program supporting victims' participation in the SIP, the level of their participation in the system did not always meet victims' expectations.

**QUESTION 8: WHAT WERE THE MAIN CHALLENGES, OPPORTUNITIES, AND CONTRIBUTIONS OF STAKEHOLDER ENGAGEMENT TO ACHIEVE VISP RESULTS? WHAT ARE RECOMMENDED IMPROVEMENTS TO FUTURE PROGRAMMING?**

VISP's engagement with national and local entities resulted in successful coordination and understanding of different lines of work. VISP leveraged strengthening opportunities while respecting the limitations of its role as an international development partner. It is important to note that the program's work was, to a certain extent, limited by the need to restrict actions to the agenda of each GoC agency and its commitment to advancing them.

VISP's implementation required strategic alliances with non-institutional actors, such as academia, the private sector, other USAID programs, development agencies, and the victim population. These

relationships facilitated greater reach from the program interventions through protocols and strategies that were co-developed between various stakeholders.

IOM and USAID are considered the most important agencies for implementing public policy for victims at the national and local levels. Consequently, VISP was interpreted by various stakeholders as a program capable of generating significant impacts. This is due to both agencies' success in building trust with various partners and demonstrating the technical and human capacity to develop responsible and high-quality processes.



## EVALUATION PURPOSE

As is reflected in the Statement of Work, the purpose of VISP's final performance evaluation is to assess the extent to which the program's interventions, deliverables, outcomes, and results have been accomplished according to the program's theory of change and results framework. Additionally, the evaluation takes into consideration the socio-political context and impact of the COVID-19 pandemic. The results of this evaluation aim to support USAID/Colombia in making informed decisions regarding the design and management of current and upcoming programming. Furthermore, the evaluation provides timely, relevant data to USAID, the Implementing Partner (IP), the GoC, and other stakeholders, including non-governmental organizations, civil society, academia, and social leaders.

## ACTIVITY DESCRIPTION AND BACKGROUND

Colombia's 50-year internal conflict was fueled by in deep inequalities between core and periphery territories and resulted in nine million victims affected by structural and direct violence. To advance the restoration and comprehensive reparation of these victims, in 2011 the GoC adopted the VL. This legal instrument included measures to address services, assistance, and integral reparations for persons and communities who suffered the greatest consequences of the armed conflict. The VL provided an institutional framework for the effective implementation of these measures. Five years later, the GoC advanced in another milestone in generating pathways of inclusive development and peacebuilding in the country, by signing a Peace Accord with the FARC guerrilla group. Victims played an essential role in the Peace Accord, which included five chapters addressing issues directly related to cessation of the conflict. Victims were also the focus in generating comprehensive development opportunities throughout the territory.

To support Colombia's advancement towards the aforementioned goals, USAID designed the Victims Institutional Strengthening Program. Implemented between 2012 and 2022, VISP aimed to strengthen capacity and build necessary competencies in the GoC institutions and in civil society organizations representing the interests of victims for the timely and effective execution and implementation of the VL and the Peace Accord. VISP's theory of change states that through technical and financial support for the design, implementation, and evaluation of tools, methodologies, systems, projects, programs, and policies, actors can develop broad and sustained institutional capacity to result in comprehensive reparations of victim's rights. While the program targeted specific geographic areas, prioritizing 40 municipalities in ten departments, its activities strengthened the institutional capacity of public agencies and supported the implementation of the VL and Peace Accord nationally.

The following table reflects key information in regard to VISP:

| TABLE 1. VISP BASIC INFORMATION |                                                    |
|---------------------------------|----------------------------------------------------|
| ACTIVITY NAME                   | Victims Institutional Strengthening Program (VISP) |
| IMPLEMENTING PARTNER            | International Organization for Migrations (IOM)    |
| CONTRACT NUMBER                 | AID-514-A-12-00003                                 |
| TOTAL ESTIMATED COST            | \$102,193,390.00                                   |
| LIFE OF PROJECT                 | July 30, 2012, to June 30, 2022                    |

**TABLE 1. VISP BASIC INFORMATION**

|                                                              |                                                                                                                                                                                     |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ACTIVE GEOGRAPHIC REGIONS                                    | VISP's 2 phases were implemented in 10 departments: Antioquia, Bolivar, Caquetá, Cauca, Chocó, Córdoba, La Guajira, Magdalena, Nariño, Sucre and Bogotá covering 44 municipalities. |
| ALIGNMENT TO THE USAID/COLOMBIA CDCS 2014-2018 and 2020-2025 | DO 2: "Reconciliation advanced among victims, ex-combatants and other citizens."<br><br>DO 1 "A more cohesive and inclusive society resilient to conflict".                         |
| EXTERNAL OR INTERNAL EVALUATION                              | External evaluation                                                                                                                                                                 |

SOURCE: OWN ELABORATION BASED ON VISP FACT SHEET, AMELP, AND EVALUATION STATEMENT OF WORK

The relationship between technical and financial support and the achievement of strengthened institutional capacity also applies to each of VISP's components, which are described in the following table:

**TABLE 2: VISP COMPONENTS**

| COMPONENT                                       | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHENING INSTITUTIONS                      | VISP helped GoC entities implement information systems, interagency coordination, and the victims' public policy. VISP also worked with civil society organizations to develop victims' prevention and protection actions. <sup>14</sup>                                                                                                                                          |
| PROMOTING REHABILITATION <sup>15</sup>          | VISP helped public officials design and deliver psychosocial care to victims. This assistance included developing mine risk education tools, implementing community psychosocial rehabilitation initiatives, and designing services and rehabilitation tools for victims following differential approach populations: women, indigenous, Afro-Colombian, and LGBTQI+ individuals. |
| FACILITATING TRANSITIONAL JUSTICE <sup>16</sup> | VISP assisted GoC entities in developing protocols for individual and collective victims' reparation. The Activity also helped implement victims' return and relocation strategies, promotes victims' rights to truth and non-repetition and supports historic memory initiatives.                                                                                                |
| EMPLOYING A DIFFERENTIAL APPROACH <sup>17</sup> | VISP strengthened institutional processes to provide care to vulnerable populations like women, indigenous, Afro-Colombian, and LGBTQI+ individuals. In addition, VISP fought gender-based violence (GBV) through training in ethnic and women's organizations.                                                                                                                   |
| ACHIEVING PEACE FOR VICTIMS <sup>18</sup>       | VISP helped the Disappeared Persons Search Unit and the Truth Commission comply with mandates about forced disappearance victims. It also encouraged victims' participation in the Comprehensive System for Peace (SIP) and supported the JEP's room of recognition of truth, responsibility and determination of the facts.                                                      |

SOURCE: EVALUATION STATEMENT OF WORK, BASED ON VISP FACT SHEET

<sup>14</sup> VISP not only supports the implementation but also the formulation of PP and PP instruments.

<sup>15</sup> Rehabilitation under the VL also covers physical rehabilitation. VISP supported this by backing the creation of Rehabilitation Centers.

<sup>16</sup> Since the last modificatory, VISP has worked extensively to support the GoC in the implementation of Development Plans with Territorial Focus (PDETs, Spanish acronym) initiatives in focalized territories.

<sup>17</sup> VISP also worked and trained public officers of GoC entities on GBV and GBV prevention. Additionally, it is important to mention that VISP did not provide direct services to sexual violence victims.

<sup>18</sup> Additionally, VISP's support to the CEV included its territorial deployment, the collection of testimonies, and the preparation of the final report and the legacy of the entity. Furthermore, VISP's efforts within this component included increasing and strengthening victims and victims' organizations participation before the System's entities.

VISP's operation was based on sub-objectives comprising different work areas related to implementing the VL and the Peace Accord. These sub-objectives are structured and implemented jointly with the GoC or victims' organizations. Main government agency partners included the VU, the National Historical Memory Center (CNMH), the Ministry of Health (MoH), the Ministry of Interior (Mol), the National Planning Department (DNP), the Truth Commission (CEV), the Search Unit for Disappeared Persons (UBDP), and the Special Jurisdiction for Peace (JEP). In addition, the program worked with departmental and municipal governments, as well as with victims' organizations.

VISP was comprised of two main implementation phases. During the first phase, between 2012 and 2016, it worked in 33 municipalities in ten departments, focusing on supporting the design and implementation of information systems, strategic planning, coordination, and monitoring and evaluation of processes of the agencies in charge of the VL implementation. The program also focused on developing protocols and tools for providing physical and psychosocial rehabilitation and supporting processes for the services and reparation of Indigenous and Afro-Colombian people, persons with disabilities, women (victims of sexual violence), children, adolescents, and populations with diverse sexual orientations. The second implementation phase (2016 to 2022) focused on incorporating changes to respond to the country's contextual situation, particularly the signing of the Peace Accord and the deployment of its implementing plan, targeting territories most affected by the armed conflict. Considering the above, VISP redefined its geographic focus for the second phase, working in six departments and 22 municipalities.<sup>19</sup> During these phases, the program included activities oriented toward supporting institutional modifications needed to implement Point Five of the Peace Accord—guaranteeing victims' rights to truth, reparations, and non-repetition.

VISP's implementation supports the achievement of USAID's Country Development Cooperation Strategy (CDCS 2020-2025) goal aimed at contributing to a more stable, peaceful, and prosperous Colombia through inclusive governance and equitable growth and, more specifically, to the DO 1—A more cohesive and inclusive society resilient to conflict, and directly to IRI.1: Individuals empowered to recover from violence.<sup>20</sup>

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<sup>19</sup> Including those were Transitional Hamlet Zones for Normalization or Transitional Normalization Points were located.

<sup>20</sup> As stated in VISP's AMELP.

# EVALUATION QUESTIONS AND METHODOLOGY

## EVALUATION QUESTIONS

Two categories of questions were defined in the evaluation statement of work. The first category is directly related to VISIP's performance and results framework. The second category aims to gather relevant data that is associated with USAID's interests of victims' reparations, but that may not be directly related to VISIP. Evaluation questions are reflected below:

### INSTITUTIONAL STRENGTHENING AND POLICY DEVELOPMENT

1. To what extent have VISIP's (1) institutional strengthening and (2) development and implementation of public policies contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of institutional strengthening and public policy interventions?

The answer to this question covers VISIP's full implementation period (ten years). However, given that USAID has provided support to public policies to improve the provision of services to victims through other activities, the evaluation team focused solely on the support provided by VISIP.

2. What gaps and challenges does the GoC face in sustaining VISIP-supported institutional strengthening and policy implementation results?

It is essential to separate the gaps and challenges related to the public policy from those related to the results achieved through VISIP. This question covers gaps and challenges identified throughout the ten years of the program implementation.

### PHYSICAL AND PSYCHOSOCIAL SERVICES

3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed these services?

This question focuses mainly on physical and psychosocial rehabilitation, with a specific focus on VISIP. This question considered contextual factors that contributed to improving or delaying access to services.

4. What are the main strengths and weaknesses of the Community Agent Model (CAM)?

The evaluation team answered this question by focusing on the CAM from the ACOPE and GoC perspectives. VISIP did not support this model.<sup>21</sup>

### CIVIL SOCIETY VISIP PILOT PROJECTS

5. What were the lessons learned and results of the VISIP pilot projects developed to strengthen the capacity of CSOs in the areas of economic empowerment, employability, and incidence in public policies?

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<sup>21</sup> However, some ACOPE results and developments were taken into account in VISIP's operation and relation to the MOH.

For CSOs, the evaluation team considered what was directly done by VISP. It did not consider assistance delivered by CODHES and Fundación Arcángeles. As a result, USAID expects to receive broad recommendations by the assessment team ranging from supporting the scaling-up of pilot projects that were already performed to adding pilot projects to future programming.

## ECONOMIC EMPOWERMENT

6. What have been GoC actions, results, and lessons learned to improve the economic stability of victims? Is there a need for USAID programming in this area? What should be the strategic focus of this programming?

This question considers work in collaboration with the GoC and includes achievements in regard to improving income generation for victims and victims' organizations. The approach to this question goes beyond the VISP pilot projects covered by the previous question.

## PEACE ACCORD IMPLEMENTATION

7. What are the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face with regard to Peace Accord victims' interventions?

## STAKEHOLDERS ENGAGEMENT

8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve results under VISP? What are recommended improvements to future programming?

Stakeholders include CSOs, national and regional entities, academia, and the private sector. The following exhibit summarizes the evaluation questions and reflects the program logic model:

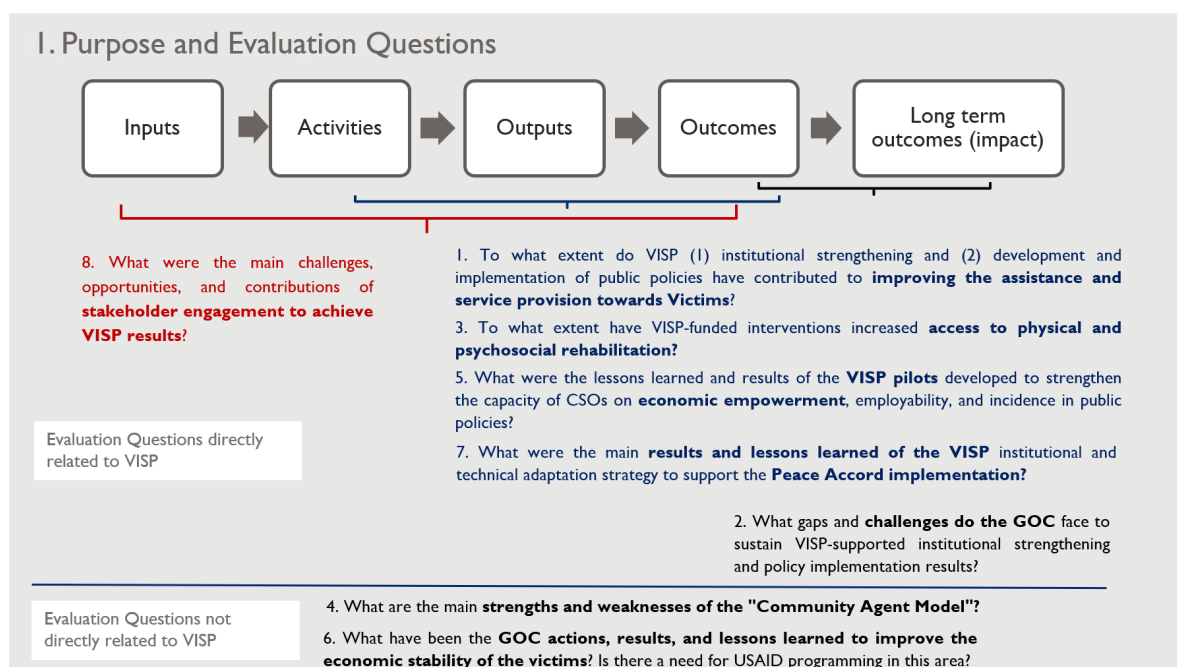


Exhibit I. Program Logic Model and Evaluation Questions.

SOURCE: AUTHOR'S ELABORATION

## METHODOLOGY

The evaluation methodology is summarized below. The detailed methodology can be found in Annex D of this report.

The evaluation relied on mixed methods, recognizing that the combination of quantitative and qualitative methods enables understanding and evaluating complex interventions such as VISP. For example, i) VISP's support was aimed at the implementation of a novel and far-reaching VL and Peace Accord; ii) VISP carried out diverse and far-reaching actions; iii) VISP worked with a multiplicity of diverse actors, and iv) VISP's period of implementation was extensive. A mixed method approach provides diverse evidence and insights to analyze VISP's outcomes while exploring the determinant factors behind its results, including complex contextual factors.

The evaluation team designed an evaluation matrix to orient the definition of the methodology and address each of the eight evaluation questions. Using this, we defined the scope and emphasis to answer each question adequately. To this end, we defined 47 analytical categories and 118 analytical sub-categories. We then defined a set of critical themes and identified the key informants, data sources, quantitative indicators, and methodology required to address each.

As the first component of the qualitative analysis, we carried out the review, content analysis, and strategic summary of over 120 relevant documents. These included VISP documents such as reports, work plans, and the systematization of methodologies and best practices. We also reviewed legal, academic, and evaluation reports on topics related to the general implementation of the VL and the Peace Accord.<sup>22</sup> We used the first set of documents to gain an in-depth understanding of the program's main goals, activities, and results. We used the second set of documents to gain contextual information relevant to answering the evaluation questions beyond VISP's direct implementation.

With regard to the main qualitative analysis process, we collected qualitative data through more than 159 semi-structured interviews conducted at the national and local levels. VISP's implementation incorporated diverse actors. We interviewed actors from 33 agencies/organizations (e.g., public agencies, implementing partners, hospitals, victims' roundtables, victim's organizations, NGOs, experts, and other cooperation agencies).<sup>23</sup> Based on a match of key analytical topics and key informants, we developed 67 different semi-structured interview protocols.<sup>24</sup> In conducting local interviews, we selected twelve municipalities in six departments of Colombia. The criteria included selecting departments from different regions and covering two types of municipalities: department capitals and smaller, dispersed rural municipalities. Additional selection criteria included municipalities that participated in the two phases of VISP implementation; hospitals offering rehabilitation services; and territories where the Community Agent Model (CAM) was implemented, or those where VISP's economic empowerment pilot activities took place. To test instruments, we carried out three pilots,

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<sup>22</sup> The list of documents is available in Annex F.

<sup>23</sup> The evaluation team ensured that it interviewed a diverse range of evaluation participants representing various genders, ages and ethnicities. Ethical considerations regarding interviews with victims and other actors are addressed in Annex D. It is worth noting that the recommendations result from the conclusions and findings, which were based on a diverse sample of voices, thus acknowledging different life experiences and forms of knowledge.

<sup>24</sup> The list of interviewees is detailed in Annex F. The interview formularies are described in Annex E.

one at the national level (Bogotá), one in a department capital (Florenia, Caquetá), and one in a smaller municipality (La Montañita).<sup>25</sup>

Given that our qualitative fieldwork implied working with persons in vulnerable conditions, specific and appropriate ethical guidelines were considered. Throughout the qualitative data collection and analysis processes, we integrated basic ethical principles for the protection of human research subjects. We sought to recognize the autonomy of our participants; we adopted the commitment of ‘do no harm’ and we avoided imposing unnecessary burdens on participants during interviews. We carried out the principles ensuring the privacy, confidentiality, and safety of participants who provided consent to participate in the evaluation. The team managed qualitative data following secure protocols. All audio, transcriptions, and qualitative coding reports are under the MEL Activity’s supervision and care and will not be disclosed to other stakeholders. Finally, in the evaluation report and its annexes, all excerpts of interviews were anonymized.

With respect to the quantitative component of the evaluation, we carried out an analysis employing a variety of secondary data sources and statistical methodologies. We identified existing data from administrative sources and program databases, as well as data from previous studies and surveys related to VL and Peace Accord topics. We utilized 10 databases, including, among others, VISP’s information system, the RUV, datasets of rehabilitation services, the Individual Registry of Provision of Health Services (RIPS), the System of Identification of Potential Beneficiaries (SISBEN), and the VL survey conducted by IOM in 2016 and 2017.<sup>26</sup>

Data from these sources was analyzed using several statistical methodologies, depending on the nature of the data. For data available for one year, we carried out statistical tests comparing, when possible, data from VISP-targeted municipalities and similar municipalities not covered by the program. We also applied logistic regressions to identify how socioeconomic and contextual factors affect relevant outcome variables, including access to rehabilitation services and participation in spaces related to implementing the Peace Accord. For panel (i.e., longitudinal) data, we used a quasi-experimental approach to compare the changes in outcomes over time between VISP-supported and non-supported municipalities. Finally, we complemented the quantitative analysis with descriptive analysis to analyze product or outcome indicator changes.<sup>27</sup>

As a final component of the quantitative analysis, we carried out two online surveys. Through the first survey, we gathered data from 48 victims’ service points in VISP-supported municipalities and in similar municipalities as a comparison group. We included questions to assess equipment availability and service access, human resources availability and capacity, type and sustainability of VISP support provided, and perceptions of VISP support. In addition, we conducted a second online survey of 32 health facilities, including facilities strengthened by the program as well as non-supported facilities as a comparison group.<sup>28</sup> Through this data, we addressed access to physical rehabilitation services, victim identification process implementation, incorporation of differential approaches, type, and sustainability of VISP support provided, and perceptions of VISP support.

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<sup>25</sup> More details on the pilot and planning of qualitative analysis are presented in Annex D.

<sup>26</sup> The list of secondary quantitative data sources is detailed in Annex F.

<sup>27</sup> Details on the quantitative analysis can be found in Annex D.

<sup>28</sup> The digital survey formularies can be found in Annex E.

The evaluation design utilized triangulation to integrate quantitative and qualitative methodologies, including instruments, data sources, data collection, analysis, and consolidation of results to answer the eight evaluation questions comprehensively. In addition, we included a cross-cutting gender and vulnerable populations perspective in the analysis.

The evaluation design began in December 2021. The data was collected between February and March 2022. Data analysis was carried out between April and June 2022, and the final report was developed between July and August 2022. Through this mixed methods analysis, and after carrying out workshops with the implementing partner, USAID, and the MEL Activity, we identified 110 findings, 57 conclusions, and 78 recommendations.<sup>29</sup>

A number of limitations to the evaluation should be noted, despite the evaluation design having benefited from diverse and robust methodological approaches and good quality data. Limitations included challenges with collecting data during a long (ten-year) implementation period and from a diverse set of actors. Another challenge was VISP's broad and sustained support for various actions related to the implementation of the VL, which in some cases made it difficult to distinguish results, advances, and challenges directly resulting from VISP versus those resulting from the general implementation of the VL. The team also faced quantitative data collection challenges. This included possible spill-over effects from VISP-targeted and non-targeted municipalities, leading to insufficiently robust Differences in Differences results.<sup>30</sup> Another set of quantitative data limitations included the use of the VL survey conducted by the IOM, in which the sample of municipalities was not entirely the same in both survey applications, nor was the complete set of questions available, reducing comparability.

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<sup>29</sup> These findings, conclusions, and recommendations are presented in Annex C.

<sup>30</sup> After carrying out a detailed analysis of VISP projects, implementation characteristics, and data available, we decided not to include Differences in Differences (DID) results for various reasons that resulted in the non-fulfilment of the assumptions that are necessary to obtain valid DID results. Even if VISP municipalities were a reference to target part of the work jointly conducted by VISP and national agencies, in many cases, the support included other municipalities or even the whole country. Thus, the definition of the treatment and control groups varies and there is potential sample contamination. Additional details are included in Annex D.



## EVALUATION FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This report section is structured to present the main evaluation findings, conclusions, and recommendations. These are organized per evaluation question and then according to analytical topics. For further details and findings, see Annex B - Supplemental Analysis and Data. For a compilation of the findings and their correspondence with conclusions and recommendations, refer to Annex C - Findings, Conclusions, and Recommendations Table. For details on the implementation measures of the recommendations, see Annex A – Recommendations Matrix.

### CONTRIBUTIONS TO THE ASSISTANCE AND SERVICE PROVISION TOWARDS VICTIMS

*Question 1. To what extent has VISP (1) institutional strengthening and (2) development and implementation of public policies contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?*

#### FINDINGS

##### VICTIM'S REGISTRY AND INFORMATION SYSTEMS

**F.1.1.** VISP's support for diagnosing victims' socioeconomic characteristics and identifying their needs stands out. The program supported targeted municipalities with equipment, training, and technical assistance to apply instruments (surveys) in coordination with the VU to measure socioeconomic conditions and service needs and to obtain indicators to report to agencies tasked with follow-up and monitoring. Various interviewees referenced how the information collected fed different public records and registries, improving follow-up and monitoring processes of the implementation of the VL and serving as an input for action plans and budgets. As one interviewee shared:

*"There is another great line that the IOM supports..., which is to characterize the victim population. Why is the characterization of the victim population done? One of the many benefits is advancing the measurements that the Constitutional Court itself determines (...). In a coordinated manner with IOM, we were able to support the development of the characterization in several municipalities." (Local VU)*

*"Thanks to VISP, we were able to start the task. At the time, it was very premature to identify the sources of financing and what was executed on victims... So, I think that the initial support, at the time, was what we achieved through training and technical understanding that other dependencies execute resources. So, if I'm not wrong, that was an increase of almost 600 percent in our resource report." (Local Government)*

**F.1.2.** The creation of the VIVANTO, a process developed by the VU with VISP's support, improved the relevance of the assistance provided to victims, allowing different public agencies to identify individuals directly and efficiently. The consolidation of this system reduced the time between the statement and registration in the RUV through the online recording of the victim's statements.

*"Vivanto has allowed all entities access to victim information and has streamlined care processes. Even the army, for example, gave the military card to the victims, we had that protocol of sending gigantic lists for us to validate them, and today they do it online. They now do it directly on the VIVANTO tool or through its services." (National VU)*

As reflected in Exhibit 2 below, the consolidation of information systems reduced the time between the victim's statement and their registration in the RUV, demonstrating how these factors improve the quality of services provided to victims.<sup>31</sup>

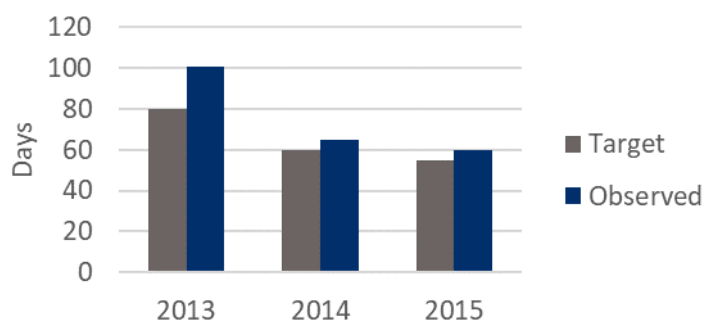


Exhibit 2. Average time between the targeted and observed days between the declaration and its evaluation in VISIP municipalities.

SOURCE: INFORMATION SYSTEM OF USAID PROGRAMS (MONITOR)

**F.1.3.** VISIP supported the development of virtual training materials and tutorials for information systems. It also contributed to designing and implementing a tool for local management (HGL) to support local governments using information systems and reporting processes. Local actors interviewed recognized the support provided by the program:

*“Yes, they trained us, they gave us technical assistance on the whole platform issue, that had been a [...] headache, and they gave us technical assistance on that, on the report that must be done on the platform and that.” (Local Government)*

Training processes enabled improvements such as increased information sharing of victims included in the Registry for the Location and Characterization of Persons with Disabilities (RLCPD). As reflected in Exhibit 3, in VISIP-supported municipalities, the increase was higher than the national level, closing the gap observed at the beginning of the period.

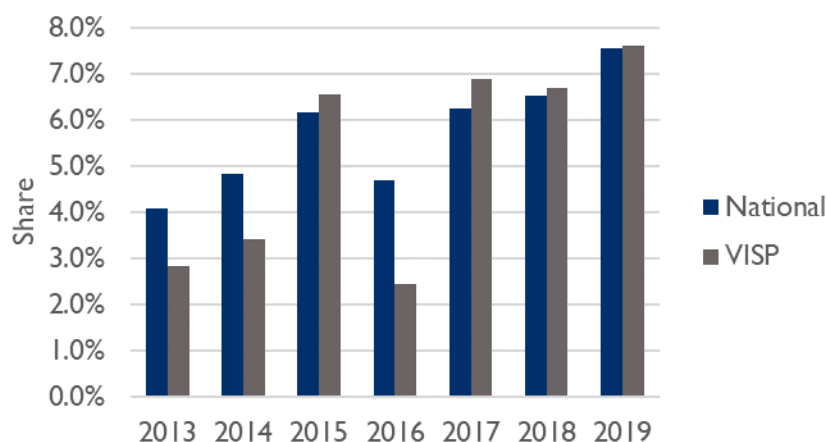


Exhibit 3. Victims in the RLCPD as a proportion of the total population registered, 2013 – 2019 (percent).

SOURCE: MONITOR; MUNICIPALITIES INCLUDED IN THE PROJECT. MEDELLÍN, APARTADÓ, TURBO, CARTAGENA, POPAYÁN, QUIBDÓ, RIOHACHA AND SANTA MARTA

<sup>31</sup> More data results and additional respondent quotes referenced throughout the findings can be found in Annex B.

## PSYCHOSOCIAL REHABILITATION

**F.1.4** VISP made structural contributions to the rehabilitation strategies for victims (PAPSIVI, EREG, and Entrelazando). These contributions included support in designing the emotional care methodologies and operations in the territories, encouragement of victim participation in each program, and support in shifting to virtual care processes during the COVID-19 pandemic (in EREG). VISP also designed and operated the rehabilitation actions in the ethnic and non-ethnic *Ruta de Reparación Colectiva*.<sup>32</sup>

*“VISP supported the Ministry’s Social Promotion Office with highly experienced professionals in psychosocial care processes for victims of armed conflict, and from a specific team, also from its interdisciplinary training (...) and with a differential approach (...) For several years, they supported us with a team of experts in health for the implementation and improvement of the comprehensive health care protocol for victims with a psychosocial approach.” (MOH)*

Perception indicators of surveys and follow-up tools reveal a high level of satisfaction with the rehabilitation services among victims:

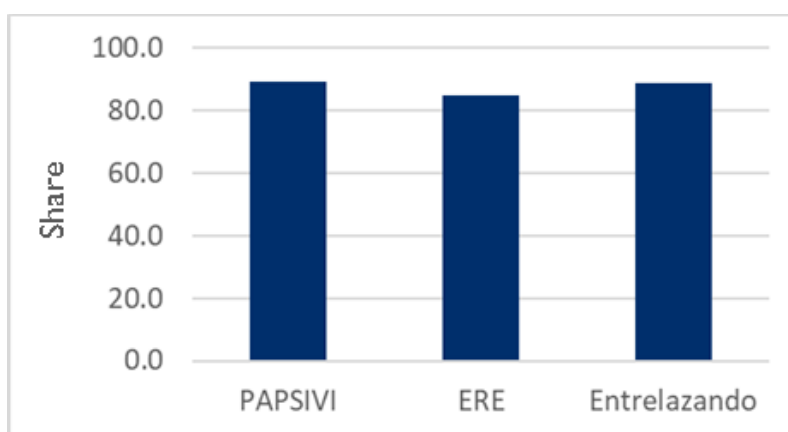


Exhibit 4. Share of victims who positively rate the psychosocial rehabilitation service received in VISP municipalities – 2016 (percent).

SOURCE: VL SURVEY

**F.1.5** VISP supported the training processes of community agents working on rehabilitation strategies in Entrelazando, EREG, and PAPSIVI. The training has strengthened their community and institutional management capacity and has improved access to these services. However, the training processes for community agent roles do not tend to formalize knowledge, and agents do not receive a salary (except in PAPSIVI).<sup>33</sup> Some interviewees that are community leaders cited the lack of salary payment despite the high time investment and care that their work entails. They indicated this could generate tensions between community agents’ personal lives and their work as community leaders:

*“Sometimes we had to leave our family, abandon our activities to dedicate ourselves to the community. It was something that complicated our lives; we solved something in the community, but something in the family was damaged (...) because we tried to get things done at night, just as we were aware that in our*

<sup>32</sup> As defined by the VU, the *Ruta de Reparación Colectiva* (Collective Reparation Route) is the means to heal the wounds and rebuild a productive and harmonious life in community, hand in hand with victims and a State that can be trusted.

<sup>33</sup> Systematic processes of recognition of knowledge/skills by entities endorsed by the Ministry of Education, job training (Law 1064/2006), promotion of access to technical or professional education in related areas.

*house we had expenses and everything, we had to make an enormous effort (...) And since we worked in the fields picking coffee, then there was one day I worked in the house, and another day I dedicated myself completely to that thing. It was very hard for us.” (Victim who had a community agent role in rehabilitation strategies)*

**F.1.6** VISP supported the monitoring, evaluation, and systematization of the rehabilitation measure strategies. There are analyses in terms of perception, results, and coverage. However, there are no processes for evaluating the strategies’ effectiveness in achieving the outcome of emotional recovery (input and output measurements) or achieving the goals set forth by the rehabilitation measure.

*“All the indicators that have been on the public policy up to now, are of the number of people, but the number of people, as the law indicates, is a clear indicator of process, but it is not the indicator of result that the law expects. The law does expect indicators of emotional recovery.” (MOH)*

**F.1.7** VISP facilitated mainstreaming the psychosocial approach across other victims’ reparation measures. VISP achieved this by designing and operationalizing support actions for relatives of victims of forced disappearance, taking statements from victims of sexual violence, the ‘Tejiéndonos’ strategy, and supporting decision-making processes of victims with disabilities. VISP also supported the humanitarian demining strategy, the development of commemoration and historic memory initiatives, and cross-cutting psychosocial support activities related to economic compensation and income generation activities.

Incorporating the psychosocial approach and the do-no-harm strategies in social programs, in addition to general technical and public policy recommendations, can, as is documented in the literature, benefit emotional recovery and enhance victims’ participation in the programs.<sup>34</sup>

**F.1.8** VISP promoted the institutionalization of emotional care strategies for people and organizations that guide and assist victims, as well as the ownership of self-care and mutual care actions from public officials, victims, and leaders.<sup>35</sup> This was done by recognizing these practices as inputs to improving the quality-of-care processes, facilitating inter-institutional relationships, and contributing to the sustainability of care and victims’ support processes with a psychosocial focus.

*“We set about a very important task, which was to design for the PAPSIVI teams and the VU teams, emotional care strategies that would allow them a little relief from the emotional burden and the stress generated by empathy (...), an element that distanced the victims from appropriate dignified attention and burned-out the officials (...). And what we did from that strategy of emotional care for officials, we transformed it into emotional care for leaders, for women leaders, and members of victims’ organizations, and with time (...) well, we adapted the methodology again (...) we brought together the Prosecutor’s Office, we brought together the UNP, we brought together the Human Rights Police, we brought together the Houses of Justice, the Ombudsman (...) also to work on these strategies while we worked with the leaders,*

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<sup>34</sup> Standards for psychosocial actions in the public policy of care, assistance, and comprehensive reparation for VISP-IOM-DNP, 2019.

<sup>35</sup> Within the support for the improvement of psychosocial and community rehabilitation services, VISP began to implement a Comprehensive Care Strategy which includes an emotional care component.

*and then we established bridges of communication between them to work with more certainty in their processes.” (Local IOM)*

## **PHYSICAL REHABILITATION**

**F.1.9** VISIP’s support for the MOH was fundamental in creating and consolidating a physical/functional rehabilitation model with a biopsychosocial approach in the health system’s medium to low complexity levels. The main contributions of VISIP included:

- The conceptual design of the model;
- Restoration and provision of spaces;
- The orientation of the qualification process;
- Training, updating, and supporting health/administrative professionals;
- Marketing dissemination of the services offered;
- Supporting the dialogue between different parties within the Social Security in Health System (SGSSS) and the National System of Care and Comprehensive Reparation for Victims of the Armed Conflict (SNARIV);
- Supporting the implementation of disability certification; and
- Supporting rehabilitation and health service protocols for victims of anti-personnel mines.

All interviewed local hospitals agree on the depth and relevance of VISIP’s support:

*“IOM has supported us with the provision of the more expensive biomedical equipment, with the training of human talent to be able to provide the functional rehabilitation service: physiotherapy, occupational and speech therapy. They have been supporting us with the implementation of the biopsychosocial care model (...) since the staff has been trained to provide services and implement this biopsychosocial approach in caring for people with functional rehabilitation.” (Local hospital)*

**F.1.10** VISIP-supported rehabilitation centers in local hospitals have become benchmarks for offering comprehensive health care to victims, communities, and neighboring areas. Local actors report that introducing these facilities has led to greater adherence to treatments given the reduction in costs and travel times to them.

*“Not only do they become municipal referents for the issue of rehabilitation, no, but they also become nodes, that is, for example, in Policarpa can [attend patients] from Duitama, it can attend [patients from] other municipalities (...) when you establish service rehabilitation in these municipalities, it is easier for people to access.” (Local IOM)*

*“The patient used to go to the first, to the second therapy, and the patient did not return. He didn’t come back; why? Because it costs him transportation because he has to stay in Florencia, there are more expenses, and he feels good and says, “why am I going if I’m fine now and I don’t need the other stuff anymore.” So, I think that with the rehabilitation services created, patients have more adherence to treatments and can finish treatments” (Local Health Center).*

## COLLECTIVE REPARATIONS

**F.1.11** VISP supported Collective Comprehensive Reparation Plans<sup>36</sup> in targeted regions, implementing activities with both institutional and civil society actors and strengthening government efforts to provide reparations to collective subjects affected by the armed conflict.

*“On the issue of collective reparation, the IOM coordinated with the Ombudsman’s Office to support workshops, damage characterization workshops, sightings with indigenous communities.” (Local VU)*

VISP established that five collective reparations plans would reach level five of development and three of them would reach level six as a final goal.<sup>37</sup> VISP achieved 80 percent (four plans) and 133 percent (four plans) of this goal, respectively.

## ECONOMIC COMPENSATIONS

**F.1.12** VISP supported the delivery of financial compensation through inter-institutional territorial workshops (VU and local governments) that provided entrepreneurship training through the VU’s Companion Program. It also helped coordinate actions with psychosocial rehabilitation services offered by the VU and the MOH. However, as noted by several interviewees, challenges persist in institutionalizing, deepening, and making this type of support sustainable, as well as ensuring that it is provided before providing compensation.

*“... we suggested to the... IOM team needed to coordinate actions to support us in some workshops, which was constant (...) From the very socialization of the strategy. That is key, to facilitate joint strategies, in the same workshops service fairs.” (Local VU)*

VISP included indicators on the number of economic compensation payments transferred to victims within its activity monitoring, evaluation, and learning plan (AMELP). These goals were achieved every year, as reflected in Exhibit 5:

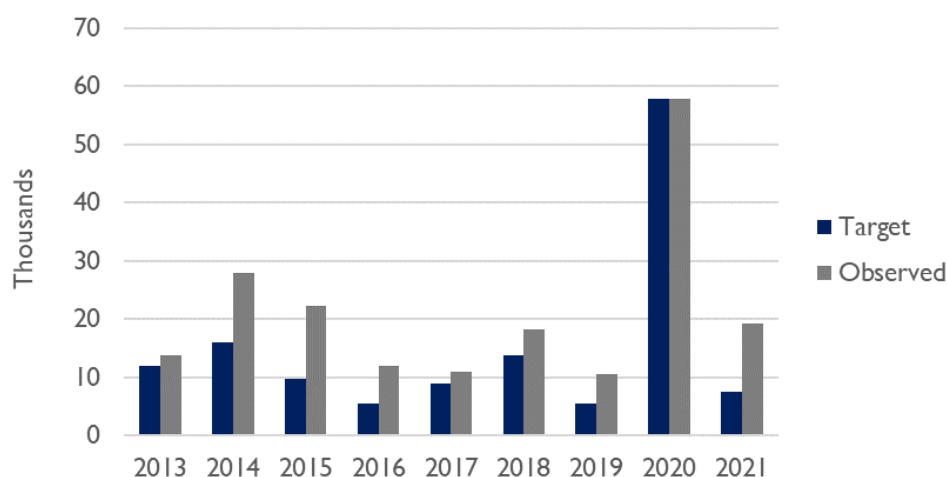


Exhibit 5. Number of financial reparation transfers sent by the VU in VISP.

SOURCE: MONITOR

<sup>36</sup> The Comprehensive Collective Reparation Plans are defined between the GoC and Subjects of Collective Reparation (SCR) communities to identify priorities and actions to be provided to advance the comprehensive reparation of communities. These instruments are defined in articles 151 and 167 of the VL.

<sup>37</sup> As defined in VISP’s AMELP, level five is “plans are budgeted” and level six is “the plans have committed partners”.

The data also reflects that more women victims have accessed financial compensation, representing an improvement in the implementation of the VL’s gender differential approach, as shown in Exhibit 6.

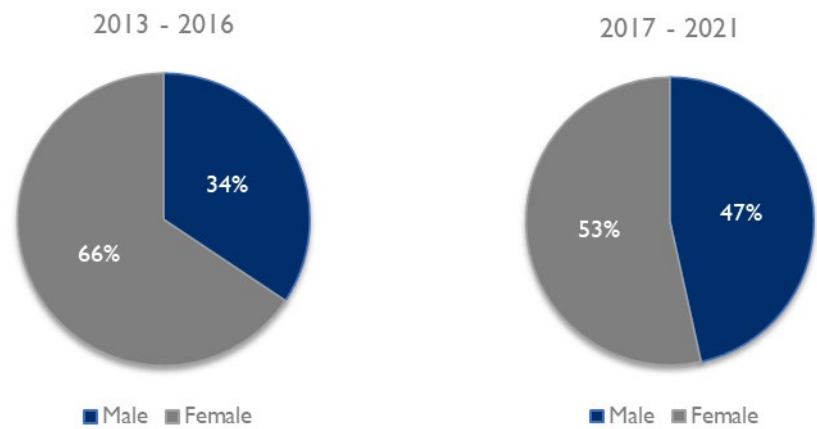


Exhibit 6. Distribution of financial compensations sent by the Victims Unit in VISP municipalities by gender.

SOURCE: USAID/COLOMBIA MONITOR

Regarding the Companion Program, data shows that in 2016, workshop participation reached the maximum limit of the number of participants. However, after 2016, the program became less important within the GoC and, therefore, within VISP’s work plans. This indicates that the coordination of economic compensation with workshops and support was not systematically and permanently carried out.

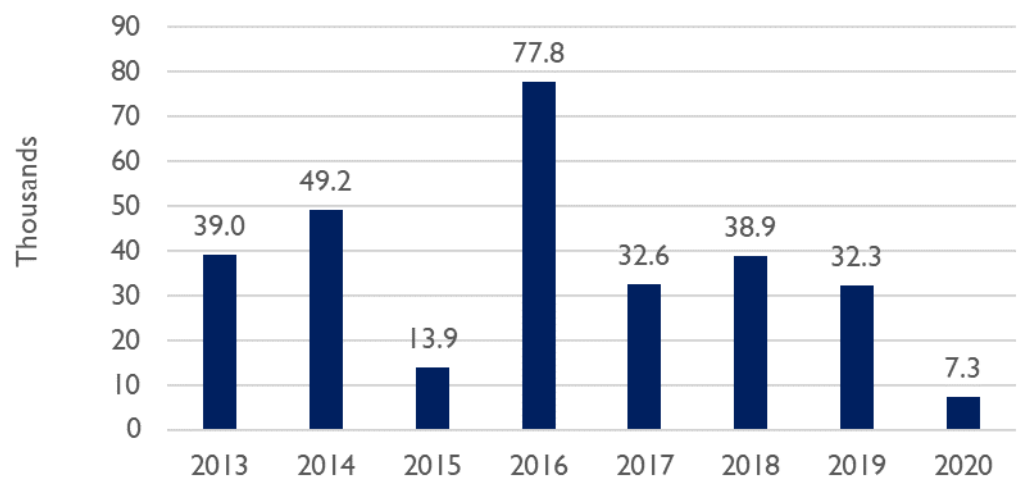


Exhibit 7. Number of victims that participated in Companion Workshops.

SOURCE: VU

As reflected in Exhibit 8, when asked about results related to victims’ financial compensation, a greater number of interviewees referred to challenges and gaps than to achievements.

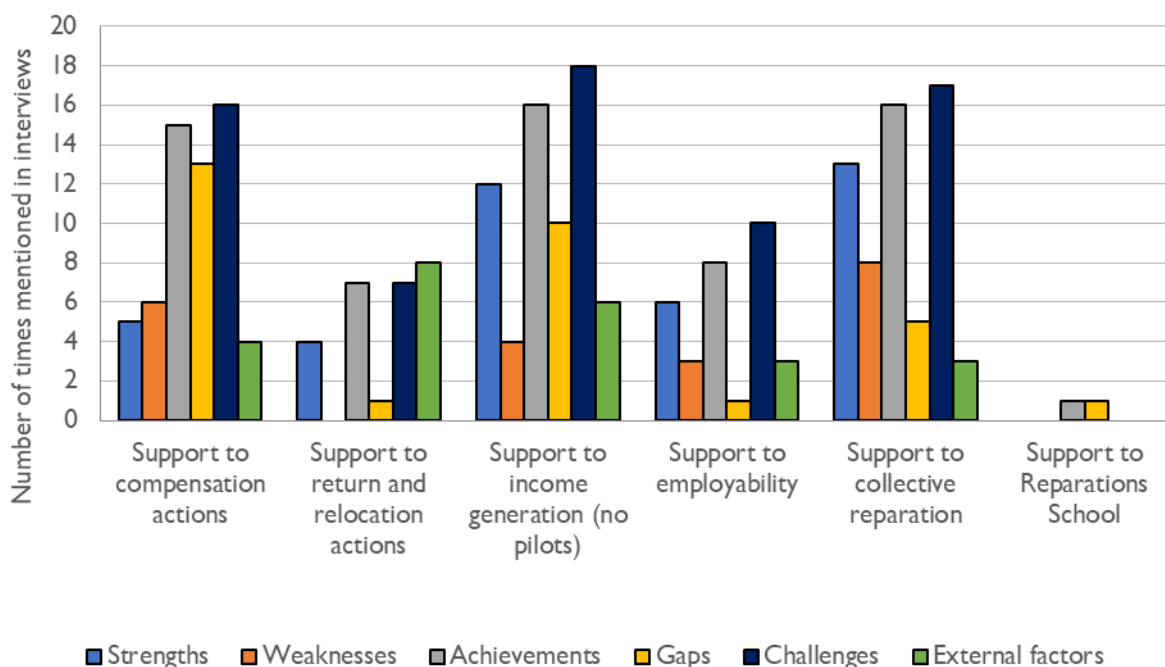


Exhibit 8. Strengths and challenges in actions of other reparations to victims, number of times the topic was mentioned in the interviews. Qualitative data was codified in these categories to facilitate identification.

SOURCE: QUALITATIVE DATA COLLECTED BY THE EVALUATION TEAM

## INCOME GENERATION

**F.1.13** While VISIP's support for victims' income generation actions was not central to the program, its experience supporting the implementation of the *Mi Negocio* program was successful.<sup>38</sup> This support increased victims' access to the program, strengthened its follow-up component, and developed extra material for the entrepreneurship strengthening process regarding environmental considerations.

*"In Mi Negocio, everything was written, it had its methodologies... but we also contributed with a Daily Book for account management, and some Environmental Management Guides, which were an added value that we gave to DPS (...)" "we also try to make that workshop exercises a little more practical."* (National IOM)

*"What Mi Negocio had was more of a visit to verify what it received and see how it is doing... what we did was have some professionals in the territory to strengthen this, and to have a greater number of visits, especially in those where we saw the risk as very high, and the implementing partner was not able to emphasize it."* (National IOM)

## EMPLOYABILITY

**F.1.14.** Regarding employment, VISIP supported critical aspects, including introducing a differential approach for victims in the *Ruta de Empleabilidad* (Employment Pathway), the design and implementation of different training and employability processes, the capacity-building of service providers for

<sup>38</sup> This is a Department for Social Prosperity (DPS) program that provides entrepreneurship support and financial resources to individuals who have an idea or existing production unit, and who live in poverty.



employability, the construction of tools such as implementation guides, and the systematization of experiences.

As a 2017 VISP report mentioned, the program supported the design and implementation of a differential approach pathway for victims for the National Learning Service (SENA), contributing to 4,985 victims being enrolled in training programs.

*“But that’s why the key is the agency, the intermediary because you have to give the skills to the one who serves the victim, who identifies the victim’s problems, who manages to close the gap, who goes to the company to get the vacancy, the one who convinces the employer to work on differential approaches and on labor inclusion approaches and the one who manages to make the click saying “I have here the person you need and he is a victim, but he will be useful for what you need.” (Public Employment Service)*

## SATISFACTION AND NON-REPETITION MEASURES<sup>39</sup>

**F.1.15.** Regarding historical memory, VISP supported the structuring of the National Center for Historical Memory, disseminating reports and material through various channels, developing pedagogies, and implementing historical memory initiatives at the local level.

Between 2013 and 2016, VISP supported 28 historical memory and truth grassroots initiatives, surpassing the established target (24). In VISP-supported municipalities, the share of victims aware of historical memory initiatives increased while it decreased in comparable non-supported municipalities. Despite these improvements, the percentage of victims aware of historical memory actions remains low.

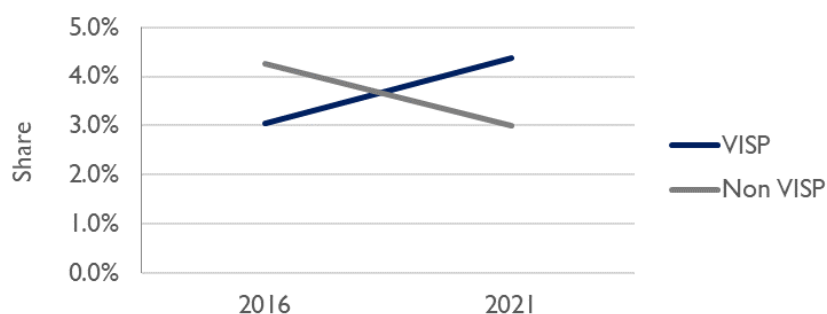


Exhibit 9. Victims aware of historical memory initiatives in VISP comparable municipalities (percent) (PSM results).

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*MEDELLÍN, APARTADÓ, QUIBDÓ, RIOSUCIO AND PASTO \*\*CHANGES ARE NOT STATISTICALLY SIGNIFICANT

During the program’s second phase, historical memory initiatives became less important within the GoC and therefore, within VISP’s work plans.<sup>40</sup> The share of VISP resources invested in this topic decreased from 11.1 percent during the first phase to 0.6 percent in the last, and the number of projects decreased from 57 to three. Again, these dynamics relate to changes in the priorities of the GoC. These initiatives did not have a high level of recognition among local actors interviewed for the evaluation.

<sup>39</sup> According to the Victims Unit (VU), satisfaction measures are part of the individual and collective dimensions of victim reparations, which seek to compensate the pain through the reconstruction of the truth, the dissemination of historical memory and the dignity of the victims.

<sup>40</sup> Furthermore, actions related to historical memory started to be implemented by other programs (Programs of Alliances for Reconciliation).

## PARTICIPATION

**F.16.** VISP provided comprehensive support resulting in the effective participation of victims. The program worked with various national and local public entities in disseminating, implementing, and positioning the participation protocol.<sup>41</sup> Its role was also crucial in strengthening, giving visibility, and providing permanent support to the victims' participation roundtables, as strongly recognized by various actors interviewed.

*“With the victims’ participation roundtables, we have worked on human rights training, we have given training and technical support for the exercise of enforceability, which they must do. Their function is to carry out political advocacy for the guarantee of rights. In the technical secretariat of the departmental victims’ roundtable, we were accompanying the IOM in the institutional strengthening project.” (Local Ombudsman’s office)*

Quantitative data corroborates this finding, showing, for example, that the proportion of victims who reported participating in victims' roundtables or organizations was higher in VISP-supported municipalities in 2021.

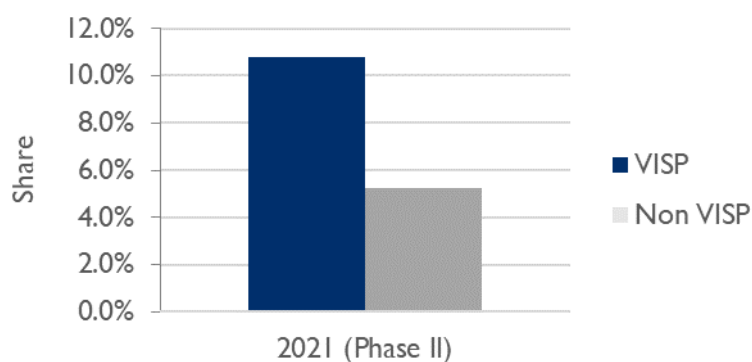


Exhibit 10. Victims who report participation in victims' roundtables or victims' organizations – 2021 (\*). (PSM results, corresponding to average municipality results)

SOURCE: EVALUATION TEAM WITH VL SURVEY

## INCLUSION OF THE DIFFERENTIAL APPROACH

**F.1.17** By collaborating with various administrative levels of government, VISP supported the formulation, operationalization, and socialization of public policy instruments to incorporate differential approaches (women, indigenous, Afro-Colombian, and LGBTQI+ individuals) as a central part of the VL.

The national public policy required support to define goals and actions for victims within various vulnerable groups (women, indigenous, Afro-Colombian, persons with disabilities, and LGBTQI+ individuals). At the departmental and municipal levels, VISP attempted to operationalize the national public policy for these minority groups, incorporating actions into local planning processes and supporting social ownership through collaboration between local institutions, ethnic authorities, victims'

<sup>41</sup> The participation protocol is a guideline or step-by-step guide of the responsibilities for participation of victims in processes related to the implementation of the VL. It was developed by the VU and is implemented by local governments, victims' organizations, and other actors of the SNARIV.

organizations, and leaders of the victim population. Local actors interviewed widely recognized these advances:

*“There was a process of constructing the ethnic briefcase; It was a briefcase with tools for the indigenous and Afro peoples that allowed them to understand the decrees 4633 and 4635. These decrees were issued, but there was no one to socialize them [...]. So, they (IOM) made the ethnic briefcase. This had all the pedagogical content of the decrees. That was early when all the institutional and community strengthening was done for the victims to understand and socialize the decrees.”* (Ethnic authorities)

**F.1.18** VISP supported local governments in incorporating differential approaches for service provision to victims through identification processes, training public officials, and renovating service centers.

First, the program helped local governments identify victims within various vulnerable groups (youth, women, indigenous, Afro-Colombian, the elderly, and LGBTQI+ individuals) by incorporating this information into the RUV and other information systems. Second, VISP trained local governments and national public entities to incorporate of differential approaches. Third, VISP initiated a key intervention by providing equipment and supporting victim service centers and Ombudsperson’s offices that provide services to meet the special needs of minority victims’ groups (e.g., persons with disabilities and indigenous persons).

Interviewees pointed out, however, that there is still work to do with regard to: a) strengthening rehabilitation measures for ethnic and indigenous communities, taking into account the customs, traditional knowledge, and specific understanding of health and well-being of these groups; b) advancing support of service centers for ethnic communities and persons with disabilities; c) consolidating a key pathway to comprehensive reparation for victims living abroad; and d) advancing comprehensive service and reparation access specific to youth victims coordinating these efforts with income generation and employability support interventions.

**F.1.19** VISP provided strategic support for developing and implementing psychosocial care protocols for women victims of sexual violence and for children and adolescents. Nonetheless, during the period of performance, the fulfillment of related program objectives faced challenges.

VISP played an essential role in working with the VU to formulate psychosocial service strategies for women victims of sexual violence and children and adolescent victims of the armed conflict. It also supported implementation and awareness-raising in regard to these guidelines.

*“Another achievement that I think is very important for the program was working with the VU and many victims in developing a strategy for the attention of victims of sexual violence in the context of the armed conflict. I think it is a crucial technical and political element that was developed. It gave the VU the capacity to respond to this victimizing act and also gave a slightly more assertive response than the women or victims expected in the context of their reparation.”* (Local IOM)

Nonetheless, an analysis of VISP’s indicators and results demonstrates that related goals were not reached during the program’s implementation. For example, VISP established an annual target number of victims of sexual violence participating in the comprehensive reparation strategy. Although fulfillment of this result surpassed 85 percent in 2017 and 2018, in 2019, the VU changed its priorities and decided to pause this process, thus truncating advances made in the previous years, as the following exhibit shows.

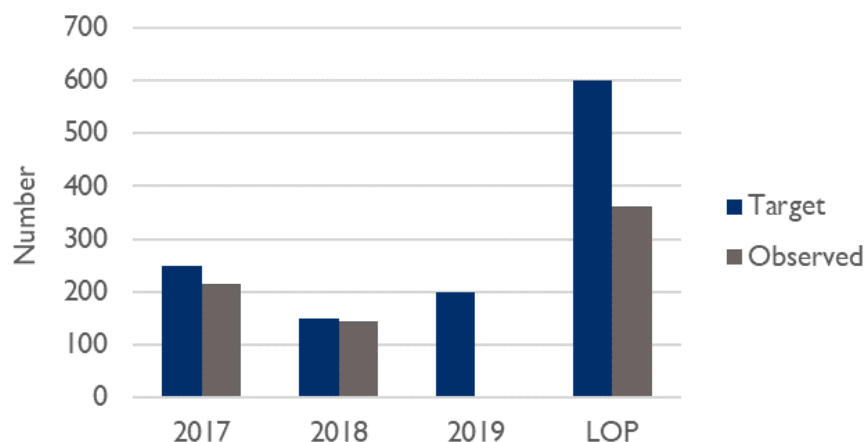


Exhibit 11. Number of victims of sexual violence participating in the comprehensive reparation.

SOURCE: VISP AMELP INDICATORS

**F.1.20** By supporting research and implementing community activities to preserve traditional knowledge, VISP contributed to historical memory building using a differential approach. In particular, VISP supported the CNMH in developing research on minority groups' historical memory. One of the most significant achievements consistently mentioned in the historical memory process with a differential focus is the report on LGBTQI+. At the local level, VISP supported local memory initiatives emphasizing working with women, the elderly, and ethnic communities to preserve memory and traditional cultural knowledge. These include collective reparations plans, PDET, April 9 commemoration day, among other initiatives.

*“Another project was the gastronomic festival to strengthen the ethnic identity in San José de Uré. This is a multi-ethnic municipality; This project has an ethnic focus and a different approach because women also participated. This project aimed to strengthen skills that these communities already had, such as gastronomy; what was done was strengthening this process that they have been working on and which is also part of their ancestry.” (Local ART)*

**F.1.21** VISP strengthened the participation of minority groups representing victims in victims' participation roundtables and Territorial Committees of Transitional Justice (CTJT). VISP also provided training for all victims' representatives on incorporating differential approaches. The program sought to reach a participation rate of 33 percent by minority groups in the CTJT of targeted municipalities, including Afro-descendant and indigenous authorities. The program reached 139 percent of the target for Afro-descendant authorities and 85 percent of the target for indigenous authorities.

Many victims interviewed as a part of the evaluation expressed that they continue to face limitations in effectively participating in decision-making scenarios. The challenge for them is not only to incorporate various approaches in roundtable implementation but also in their planning and logistical processes, so there are adequate measures to guarantee the minority group victims' participation.

*“I think working with greater rigor in this matter is necessary. For example, we saw in the participation roundtables that, in many cases, a woman could not attend because the husband had no one to cook for him; he could not stay alone in the house because there was no one to take care of the child. So, there are*

still marked situations where the one who has to take care of the child or has to cook are women. There are still quite big gaps.” (Local government)

## DECENTRALIZATION OF THE VL

**F.1.22** In terms of decentralization of the VL, VISP supported the dissemination, greater awareness of, and implementation of the VL by strengthening the capacities of local governments as delegated by the VL. The territorial strengthening model developed by VISP and the Ministry of Interior (MOI) was a fundamental tool in advancing these areas.

“Yes, we received support at decentralized levels (...) in this case from MOI and IOM through the VISP Program, because it was like the first steps in the national co-responsibility strategy, which I experienced as a liaison of the municipality of Pasto, when we were starting, so to speak, to involve different actors in the implementation of the policy, through regulatory support. So, I think that the root of the support or the most valuable part of the support in this case of the VISP Program and MOI was to pay attention to how we implement the co-responsibility strategy and how we can make it a reality.” (Local Government)

In analyzing the capacity index to implement the VL, built with VISP’s support, the evaluation team found a significant increase in the institutional capacity across all phases of the territorial strengthening model.<sup>42</sup> In addition, we noted significant advances across all index components (technical, administrative, management, and coordination capacities).

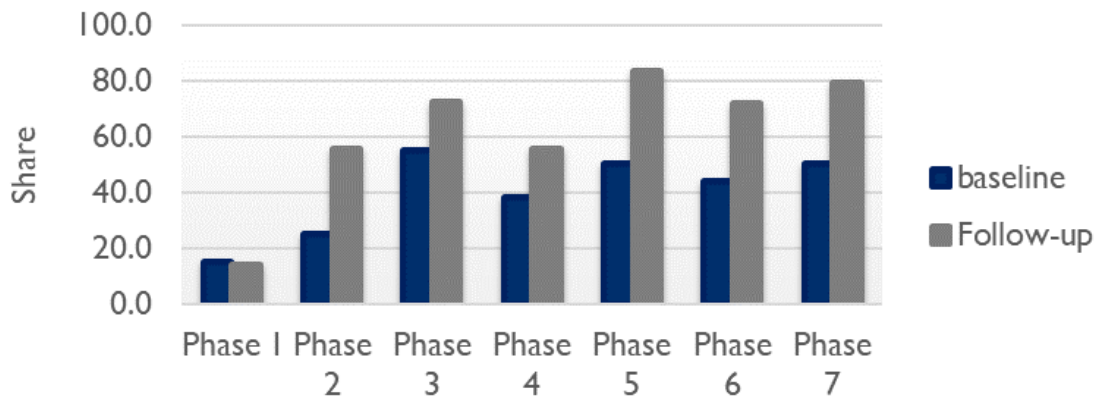


Exhibit 12. Capacity Index to implement VL. Each phase refers to collecting the data in a different set of municipalities. Shares are in percentages

SOURCE: USAID/COLOMBIA MONITOR

## COMMUNICATION OF THE VL

**F.1.23** VISP contributed to disseminating the VL’s content, pathways, and protocols with a particular focus on the territories. Communications support included communicating local responsibilities and roles for effective victims’ participation. Specifically, at the national level, VISP provided technical support in designing and disseminating the protocol for the effective participation of victims and the decree of co-responsibility to strengthen national and territorial coordination. In turn, at the local level, the program supported training mayors and local VU offices on their new participation and communication

<sup>42</sup> Details on the index and its results are available in Annex B.

functions. VISP also supported the orientation and training of victims through the victims' participation tables. Actors interviewed recognized these advances:

*“The socialization of the VL. This opens a new door so that any person can know where to apply for it, starting with that, which we count on the support of... the IOM, through material that was disseminated, strategies that generated the delivery of materials, booklets, brochures that I remember, well, let's say it is a very big topic.” (Local VU)*

The advances as a result of VISP's support are consistent with data from the VL survey showing that the percentage of victims aware of the law is higher in VISP-supported municipalities than in non-supported municipalities (40.1 percent vs. 35.2 percent).

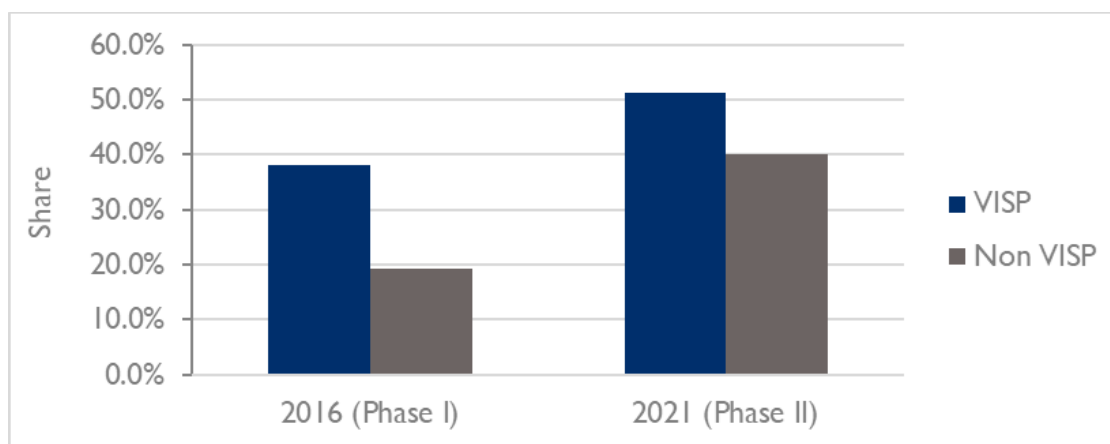


Exhibit 13. Percentage of awareness of VL, 2016 – 2021 (PSM results).

SOURCE: EVALUATION TEAM WITH VL SURVEY

Consistently, the evaluation team also found that the percentage of victims aware of sexual violence and victim's rights was moderately higher in VISP-supported municipalities than in non-supported ones, and this share increased overtime.

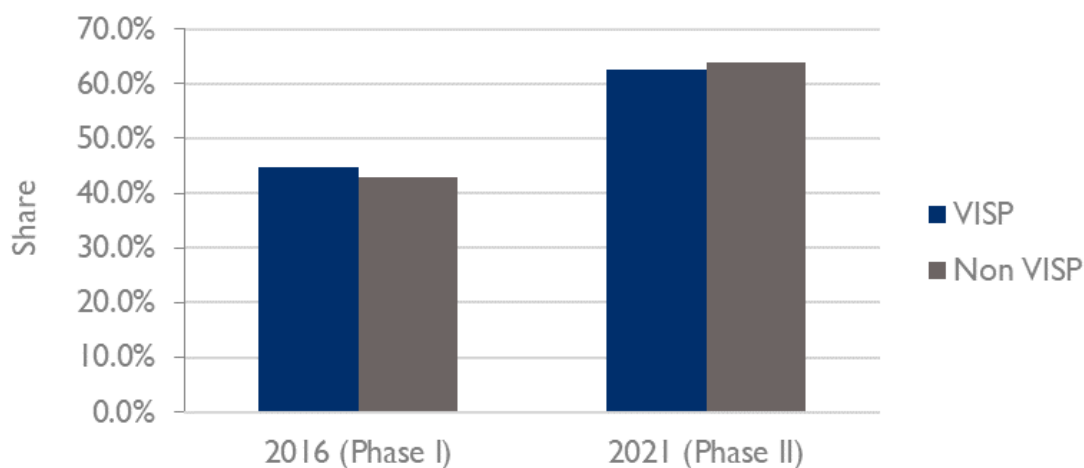


Exhibit 14. Victims aware of sexual violence and victims' rights – 2016-2021 (PSM results).

SOURCE: EVALUATION TEAM WITH VL SURVEY

## MONITORING AND EVALUATION OF THE VL

**F.I.24.** VISP supported improvements in the monitoring and follow-up processes of control institutions', including the design and measurement of M&E indicators and the training of public officials in implementing M&E procedures.<sup>43</sup> The program also supported the development of accountability mechanisms. Different actors interviewed at both the national and local levels recognized the program's support:

*"IOM applied a monitoring and follow-up procedure of results, which also seemed very appropriate because internally [...] the planning offices are not good for that nor are the internal control offices [.....] Then, since there was no monitoring and follow-up tool, the IOM provided the technical committees with a strategy or a tool that allowed us to monitor and follow up on the management achieved or the results achieved through the process." (National Ombudsman office)<sup>44</sup>*

**F.I.25.** VISP's internal M&E strategy allowed effective measurement of advances and bottlenecks in the program's implementation and provided the ability to take corrective actions at opportune moments.

*"We did have a very clear (monitoring and follow-up) system. I think that, in addition, it was very participatory. In other words, it was never like the monitoring area over there looking to see what was invented, what it said, and what it reported. Everyone had some functions in monitoring, and I have always said that monitoring, follow-up, and monitoring are like a culture... So, I think this has been fundamental in the life of the program, and that is part... also as the results that we were able to make the adjustments that we had to make at the time." (IOM National)*

**F.I.26.** VISP supported the MOI's RUSICST<sup>45</sup> information system strengthening, as well as strategic planning and M&E processes at the local level. This helped to consolidate the monitoring and follow-up of the VL implementation in the territory, serving as an input for local planning processes and providing support to local governments depending on their specific capabilities and needs related to victims' service and reparation measures.

The above is evidenced by the increase in the share of municipalities that uploaded the unified report RUSICST (reaching 95 percent). This reflects a statistically significant increase that was higher in VISP-supported municipalities (increasing from an initial 69 percent) than in non-supported municipalities (increasing from an initial 75 percent). However, despite these advances, the redundancy of some information systems requiring similar follow-up reports by local governments generates extra workload. It diminishes the quality of the reporting process, as was noted by some interviewees:

*"Unfortunately, in recent years or months, there have been some duplications in the issues of monitoring and follow-up information systems, which affect the territorial entities themselves [...] It is that there was a separation, so to speak, RUSICST was always with the Ministry of Interior and Victims Unit at the time; there was a strategy that was separate from RUSICST, which was called the PAT board, and another strategy called SIIGO also survived (...), so I think that it generates a not so good message to the territorial entities,*

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<sup>43</sup> Control institutions in Colombia are the Controllorship (Controloria) and the Attorney General's Office (Procuraduría).

<sup>44</sup> Related quantitative results and additional informant quotes are available in Annex B.

<sup>45</sup> Unified Report of the Territorial Information, Coordination, and Follow-up System of the Public Policy for Victims of the Internal Armed Conflict (RUSICST).

*as if there were a certain type of division, at the government level, which is not ideal and which overloads the work of the person at the desk, or the one in the field.” (Local Government)*

## **COVID-19 EFFECTS**

**F.1.27** The COVID-19 pandemic affected VISP’s operations, limiting the execution of in-person activities in the territory. However, the program provided an agile response and adapted its activities to virtual spaces, with no significant limitations in operations or result achievement due to the pandemic.

*“Well, since the project has set some goals according to time, some work plans, believe me, that the pandemic... because of the simple fact of not being able to leave that generated a little delay in the execution of some things, it was planned for example during that year to visit or execute, implement x or y journey, action, work, and during that time nothing could be done, it was only virtual work, how to coordinate with processes.” (Local IOM)*

*“...we did not allow the issue of virtuality to affect the workshops. So we invented the virtual wellness days, and we invented activities (...) So let’s say that each group invented the agenda for the pandemic to motivate the team to join virtually and carry out a series of activities that would allow us to maintain permanent communication (...) In terms of coordination with other programs or IOM support, I did not feel it affected either (...) So how do we do it with all these tools? It was a whole process to learn how to use them, but finally, I think they were tools that helped us a lot to maintain this inter-institutional contact and with the IOM, so let’s say that the whole process flowed in this virtual way.” (Local VU)*

## **CONCLUSIONS**

### **VICTIM’S REGISTRY AND INFORMATION SYSTEMS**

**C.1.1** VISP supported the victim’s registration process, the development of information systems, and the development of training tools to increase adoption and sustainability in their use. These actions improved the timeliness, relevance and follow-up of services and reparation measures for victims, which contributed to overcoming this component’s unconstitutional state of affairs (F.1.1, F.1.2, and F.1.3).

### **PSYCHOSOCIAL REHABILITATION**

**C.1.2** VISP served as a key partner in both theoretically and operationally consolidating rehabilitation strategies (PAPSIVI, EREG, and Entrelazando). Its support was also key in mainstreaming the psychosocial approach for various services, assistance, and reparation actions within the comprehensive reparations for victims, as well as in the implementation of emotional care actions (F.1.4, F.1.7, and F.1.8).

**C.1.3** VISP strengthened psychosocial rehabilitation strategies by training victims working as community agents, community promoters, or weavers (in Spanish: *tejedores*).<sup>46</sup> However, despite the relevant role of these types of agents, there are no mechanisms to officially recognize or provide them professional certification. Additionally, they are generally not paid, and the specific impact of their role in rehabilitation strategies has not been evaluated. (F.1.5).

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<sup>46</sup> The “community agent” role in rehabilitation strategies refers to victims or local leaders that work as a bridge between the rehabilitation strategy and the community. For instance, they identify potential beneficiaries, reach out to them to tell them about the strategy, generate trust, and facilitate dialogue.



**C.I.4.** Existing evaluations of the rehabilitation measures are fundamentally process based and do not provide information on the impact of measures or their effectiveness in achieving emotional recovery (input and output measures). Additionally, there is a lack of information regarding the systematic integration of the rehabilitation measures with other victims' reparation measures (F I.6).

## **PHYSICAL REHABILITATION**

**C.I.5** VISP supported the MOH in consolidating the physical/functional rehabilitation model and in the disability certification process.<sup>47</sup> This has positively impacted victims and the general population by improving rehabilitation process adherence and quality. It has also strengthened the network in the health system's low and medium complexity levels.<sup>48</sup> However, the physical rehabilitation model faces challenges related to contracting services by health service providers (EPS) throughout the country, as well as in the systematic coordination of these services with other rehabilitation measures (F I.9 and F I.10).

## **COLLECTIVE REPARATIONS**

**C.I.6** By working with the State and subjects of collective reparations simultaneously, VISP supported implementing and completing Collective Comprehensive Reparation Plans. However, challenges persist in accelerating the completion of these plans, such as in maintaining a fluid dialogue and trust between the parties (F.I.I.1).

## **ECONOMIC COMPENSATIONS**

**C.I.7** VISP supported the delivery of financial compensation to victims by strengthening its coordination with other victims' reparation measures. However, challenges persist in accelerating their delivery and systematically integrating these with other reparation measures (F.I.I.2)

## **INCOME GENERATION**

**C.I.8.** Strengthening institutional services to victims' income generation was not a central component of the program. Nonetheless, specific actions carried out provided interesting results (e.g., expanding coverage, improving follow-up, and incorporating differential approaches) that could be replicated in other programs related to victims' economic stabilization (F.I.I.3, F.I.I.4).

## **SATISFACTION AND NON-REPETITION MEASURES**

**C.I.9** VISP contributed to positioning and institutionalizing historical memory as a measure of satisfaction within the framework of comprehensive reparations, supporting both public entities and civil society to advance initiatives, spaces, and memory products. However, these issues became less relevant in the definition of work plans with the GoC during the last four years of program implementation (F.I.I.5).

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<sup>47</sup> The physical/functional rehabilitation model refers to the process of medical and therapeutic actions aimed at ensuring that persons with disabilities are in a position to achieve and maintain an optimal functional state from the physical, sensory, intellectual, psychological, or social point of view, in a way that enables them to modify their own lives and be more independent (Law 1618 of 2013, Art. 2). As such it goes beyond the physical.

<sup>48</sup> Low and medium complexity levels of the health system refer to the degree of complexity of a health service based on the type and severity of the health conditions it serves, the level of specialization of its human talent, and the characteristics of the health technology in use. There are three levels: low, medium, and high. Resolution 3100 (2019) specifies the type of health services that can be provided through each of the aforementioned levels.

## **PARTICIPATION**

**C.I.10** VISP played a leading role in developing individual, organizational, and institutional capacity for victims' effective participation within the framework of the VL. Evidence of these advances includes overcoming the unconstitutional state of affairs on this issue (F.I.16).

## **INCLUSION OF THE DIFFERENTIAL APPROACH**

**C.I.11** VISP has significantly contributed to incorporating, both at the national and territorial levels, a differential approach (women, indigenous, Afro-Colombian, and LGBTQI+ individuals) in services and reparations for victims. VISP achieved these advances through the development and implementation of policy tools and the socialization and training that supported their use. Despite these advances, challenges remain in addressing the specific and persistent gaps related to minority population groups within the VL framework (F.I.16, F.I.17, F.I.18, F.I.19, F.I.20).

**C.I.12** VISP successfully strengthened the representation of various victim groups (women, indigenous, Afro-Colombian, and LGBTQI+ individuals), supporting their participation in victims' roundtables and other local planning and dialogue activities that promote organizational and community leadership processes (F.I.21).

## **DECENTRALIZATION OF THE VL**

**C.I.13** VISP has been a key player in implementing the VL in the territories by providing support for understanding the VL and its measures and supporting the institutional adjustments required for adequate implementation and budgeting at the local level. These advances are notable in municipalities beyond those targeted by the program (F.I.22).

## **COMMUNICATION OF THE VICTIM'S LAW**

**C.I.14** VISP supported various mechanisms to disseminate the VL, contributing to a better understanding of the law from public and civic actors. This contributed to the application of complex content of the law at the national and local levels (F.I.23).

## **MONITORING AND EVALUATION OF THE VICTIM'S LAW**

**C.I.15** VISP's extensive support in developing and implementing M&E tools and information systems reached local governments and enforcement agencies. This increased the information available to accurately assess the VL implementation and provided inputs for decision-making (F.I.24, F.I.26).

**C.I.16.** VISP's monitoring, evaluation, and follow-up strategy – and its cross-cutting incorporation into processes with various actors – contributed to the sufficient use of inputs generated by the program for decision-making and adaptation of actions, constituting more than a reporting process (F.I.25).

## **COVID-19 EFFECTS**

**C.I.17** Despite the COVID-19 pandemic, VISP was able to adapt activities designed for in-person implementation to virtual environments, generating capacity in local governments and victims to overcome some of the connectivity and digital skills difficulties faced in target municipalities (F.I.27).

## **RECOMMENDATIONS**

**R.I.1** Coordinate actions to continue strengthening VIVANTO with regard to standardization and integration of new information sources with national initiatives for interoperability and integration of social program administrative records. This will allow for more comprehensive knowledge of the

different programs that the victim population accesses. This will improve precision in measuring VL implementation progress (C.I.1).

**R.I.2** Support improvement in the use of information collected in information systems, such as VIVANTO, for public policy decision-making by using cutting-edge data analysis methodologies to gain efficiency in the processes (e.g., validating the information provided through victims' declaration, generating preventive alerts for events that increase the risk of victimization in the different territories, and automating monitoring and follow-up indicators of the VL) (C.I.1).

**R.I.3** Continue supporting the VU and MOH to advance technical and operational guidelines for psychosocial rehabilitation strategies, especially regarding ethnic and rural differential approaches (C.I.2).

**R.I.4** Support the GoC in the systematic implementation of the psychosocial approach, the rights approach, and do-no-harm actions in each of the VL's reparation measures and demining processes (C.I.2).

**R.I.5** Support monitoring the formalization of the emotional care actions from leaders and organizations that guide and care for victims in the VL's processes and programs. Ensure the development of personal and institutional security protocols as crucial elements of care integrated into future programs (C.I.2).

**R.I.6** Support the GoC in developing formal education and/or professionalization strategies that enable the certification of skills developed by community agents supporting existing rehabilitation strategies (e.g., EREG, Entrelazando, and PAPSIVI) and recognize their management and care support contributions (C.I.3). <sup>49</sup>

**R.I.7** Support the GoC in developing a strategy that analyzes the feasibility and mechanisms to compensate the work carried out by community agents within existing psychosocial rehabilitation programs (e.g., EREG, Entrelazando, and PAPSIVI) (C.I.3).

**R.I.8** Support knowledge management strategies related to the results of actions for existing rehabilitation strategies carried out by community agents (e.g., EREG, Entrelazando, and PAPSIVI) as an input for the qualification of community agent training and the creation of community development and sustainability actions for rehabilitation strategies (C.I.3).

**R.I.9** Accompany the MOH in expanding the application of the physical/functional rehabilitation model in low complexity environments, supporting the model's integration with other service processes for victims, and dialogue with various actors of the SGSSS for its cross-cutting and sustainable ownership (C.I.4).

**R.I.10** Follow up on the findings of disability certification pilot processes and their impact on the reparations for victims with disabilities and victims of anti-personnel mines (C.I.4).

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<sup>49</sup> The term 'professionalization' references upgrading through training and certification.

**R.I.11** Support the GoC in the future development of mechanisms to measure the quality, effectiveness, and impact of the implementation of psychosocial rehabilitation strategies (C.I.5).

**R.I.12** Support the MOH and key actors within the SGSSS in the development of a broad strategy for dissemination, training, implementation, and monitoring of the Comprehensive Health Care Protocol, including a psychosocial approach for the victim population, focusing on its integration with psychosocial rehabilitation and diagnostics for decision making in public health (C.I.5).

**R.I.13** Maintain support to both the State (in its task of coordinating and articulating the public offer to comply with the Collective Comprehensive Reparation Plans) and to communities subject to reparations who are advancing towards the effective enjoyment of their rights through the formulation, implementation, and completion of pertinent and achievable Collective Comprehensive Reparation Plans (C.I.6).

**R.I.14** Support the design and implementation of strategies to accelerate the delivery of economic compensation to victims and systematically integrate these with other comprehensive reparation measures, especially those related to psychosocial rehabilitation and income generation within the framework of local development strategies (C.I.8).

**R.I.15** Renew support for historical memory building through work with Colombia's Memory Museum, the CEV's follow-up committee and partners, international actors, and local memory initiatives to collect, compile, disseminate, and develop new memory initiatives through publications, symbolic acts, and art expositions and digital media (C.I.9).

**R.I.16** Continue strengthening victims' and victim advocates' grassroots organizations to ensure that the election of victim participation roundtable members becomes more robust, qualified, and transparent and to strengthen participation mechanisms generally (C.I.10).

**R.I.17** Continue supporting the strengthening of local institutions to guarantee differential care for victims with disabilities and ethnic communities within the framework of public policy for victims (C.I.10).

**R.I.18** Support evaluations and analysis related to implementing the VL for victims of minority groups (C.I.10).<sup>50</sup>

**R.I.19** Support the VU in coordinating and strengthening strategies and institutional actions supporting the comprehensive reparations for young victims and victims living abroad (C.I.10).

**R.I.20** Continue strengthening the ethnic approach incorporation in the rehabilitation strategies of the VL, in coordination with the MOH and the VU (C.I.10).

**R.I.21** Continue supporting the construction of minority groups' historical memory experiences at the national and local levels (C.I.11).

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<sup>50</sup> Includes indigenous, Afro-Colombian, and LGBTQI+ individuals.

**R.1.22** Develop technical and operational tools that enable differential approaches to be systematically taken into account in the various victim participation spaces (C.1.12).

**R.1.23** Support the strategy design for the autonomous retraining of territorial teams who lead victims' policy planning and implementation using lessons learned from the Territorial Strengthening Model as inputs (C.1.13).

**R.1.24** Continue supporting communication processes around the VL implementation process, so that achievements and follow-up results inform both victims and the local political agenda (C.1.14).

**R.1.25** Support the GoC in designing and implementing a strategy to analyze duplicates in the information reported to different information systems, including SIIGA, PAT dashboard, and RUSICST, which could lead to actions to integrate information systems for monitoring and evaluation of the victim's public policy, reducing the administrative burden on local liaisons (C.1.15).

**R.1.26** Based on lessons learned from the COVID-19 pandemic, support the GoC in developing and scaling-up mechanisms and protocols for providing virtual support to victims and strategies to support and train staff of local governments and the territorial offices of national government entities in the use of virtual platforms for communication (C.1.17).

## CHALLENGES IN SUSTAINING RESULTS

*Question 2. What gaps and challenges do the GoC face in sustaining VISP-supported institutional strengthening and policy implementation results?*

## FINDINGS

### TECHNICAL CAPACITY FOR SUSTAINABILITY

**F.2.1.** Although the institutional response supported by VISP has enabled advances in providing comprehensive assistance and reparations, there are still victims who have not accessed these services, and victimizing acts continue to take place. This implies that the universe of victims to receive reparations continues to increase, which presents both operational and fiscal challenges.

*"(...) ten years have passed since Law 1448, but it has not been materialized. Hence it was given another ten years to be implemented, but this extension confronts either the arrival of new violent actors or the resurgence of old forms of violence. This impacts the increase of victims to be assisted; when the Law was created, we had 2 million people, and that was it, that was the budget, but then those 2 million became 4,5 million, and now we are at 9 million. What if in 10 years we are not able to reach them?" (Local VU)*

**F.2.2.** At the local level, VISP contributed to capacity building in local governments and the territorial teams of national entities (such as the VU's regional offices) in targeted municipalities. This resulted from training and retraining, using innovative teaching materials, and supporting the implementation of VL's actions. This strengthened capacity contributes but does not guarantee the sustainability of actions supported by the program.

*"...I believe that the Ombudsman's Office, through the support of the IOM, has managed to qualify the teams in the field.... So, I think that something that the IOM has done and has supported in an agile, timely*

*and above all pertinent way, is to carry out this work of qualification and strengthening of the teams.”*  
(National Ombudsman’s Office)

The following exhibit illustrates how a larger share of victims’ service points in VISP-supported municipalities report having trained staff in topics related to VL, differential approaches, and emotional self-care measures. We found the same when inquiring about these capacities in local health points in VISP-supported vs. non-supported municipalities. It is worth highlighting that the shares are high in both sets of municipalities, which is consistent with what national and local level informants report regarding VISP material and training often reaching not-supported municipalities (e.g., as the VU replicated methodologies in other municipalities).

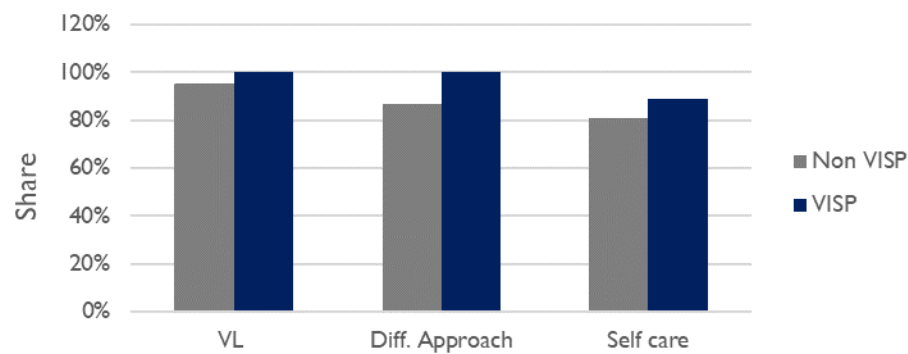


Exhibit 15. Share of victim’s service points that report having trained staff in VL, personal services, and differential approach.  
SOURCE: DIGITAL SURVEY

Territorial capacity building was complemented with equipment for victims’ service points. In general, a larger share of victims’ service points have desktop computers (33 percent vs. 8 percent in non-supported municipalities) and cell phones (44 percent vs. 30 percent).

Furthermore, according to the Territorial Strengthening Model developed by VISP and the MOI, the technical component of the territorialization index showed positive results.

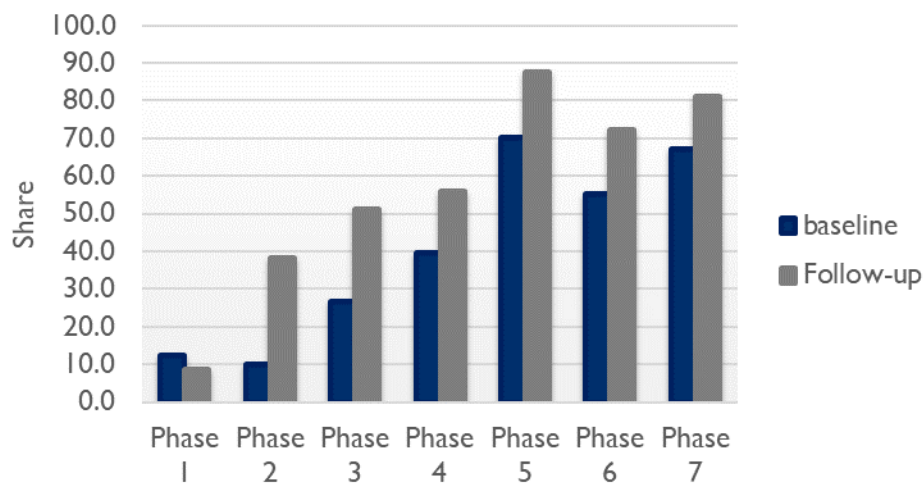


Exhibit 16. Capacity index of implementing the Victims’ law: technical component. Shares in percentages.  
SOURCE: IOM – MOI.

**F.2.3.** At the national level, VISP strengthened capacity in institutions created within the framework of the VL and in existing institutions to which the law assigned new responsibilities. VISP achieved this through conceptual and procedural developments and close, permanent, and flexible support that allowed the adaptation of processes and sustained progress in operationalizing the VL.

*“Many of the resources of this program were used in the training process, and something we learned, in addition, is that you have to leave them the tools so they can continue. (...) And I think we have achieved a very interesting adaptation and, in the last few years, we have developed many virtual courses and training tools.” (IOM - National)*

**F.2.4.** The instability of government personnel’s working conditions and the high turnover of personnel (partly for political reasons), especially in local governments, has been an obstacle in advancing the provision of comprehensive assistance and reparations for victims. This is a challenge in ensuring the sustainability of the results supported by VISP.

*“(...) with SNARIV, it is clear that its main weakness in sustainability is the permanent turnover of public servants. For example, a change of the mayor or the Ombudsman entails a change of the entire team. That is inevitable because it belongs to an environment that cannot be controlled.” (Local IOM)*

**F.2.5.** Regarding the sustainability of actions to strengthen psychosocial rehabilitation, there are heterogeneous levels of local capacity. Limitations include high staff turnover, problems accessing the RUV information, insufficient coordination of psychosocial strategies with other SGSSS services in physical and mental health, and reduced quality of care due to outsourcing processes.

*“(...) because numbers began to prevail over quality, dignity (...) one listened to the professional who killed himself studying, the one with that gift for people started to question many things and transform his life project because it says no, I’m not going to do that (...) I’m going to leave those people lying around, so you should also ask yourself if you were the lifesaver that came to that person to be able to name the unmentionable, you are also going to abandon her, that is a re-victimization due to a contractual issue.” (Local VU)*

**F.2.6.** The sustainability of actions to strengthen physical-functional rehabilitation services depends on the management capacities of the local and national governments. These capacities are required to assure that staff is hired in a timely way by the EPS, training processes are expanded, and that information with regard to applying differential approaches is used. Sustainability also depends on information regarding the availability of these services being disseminated at the local level.

*“Many IPS of the department will soon be intervened (by the regulator) because, financially, they cannot sustain themselves, so being able to have that support as such, such as saying “come on, I will teach you how to sell services, come on, we will hold meetings with the Departmental and with the Mayor’s Office so that it allows collective relations, contract activities from you and can leverage this.” (Local Health Center)*

## **FISCAL CAPACITY FOR SUSTAINABILITY**

**F.2.7.** In terms of fiscal sustainability at the national level, although the new victims’ Colombian National Council for Economic and Social Policy allocates budgetary resources, these are insufficient to meet the



demands for the comprehensive reparations for current and new victims.<sup>51</sup> Budgetary limitations are particularly challenging in advancing aspects such as financial compensations, collective reparations, humanitarian services, and psychosocial rehabilitation.

The following figure shows the increasing, albeit insufficient, resource allocation to advance the VL:

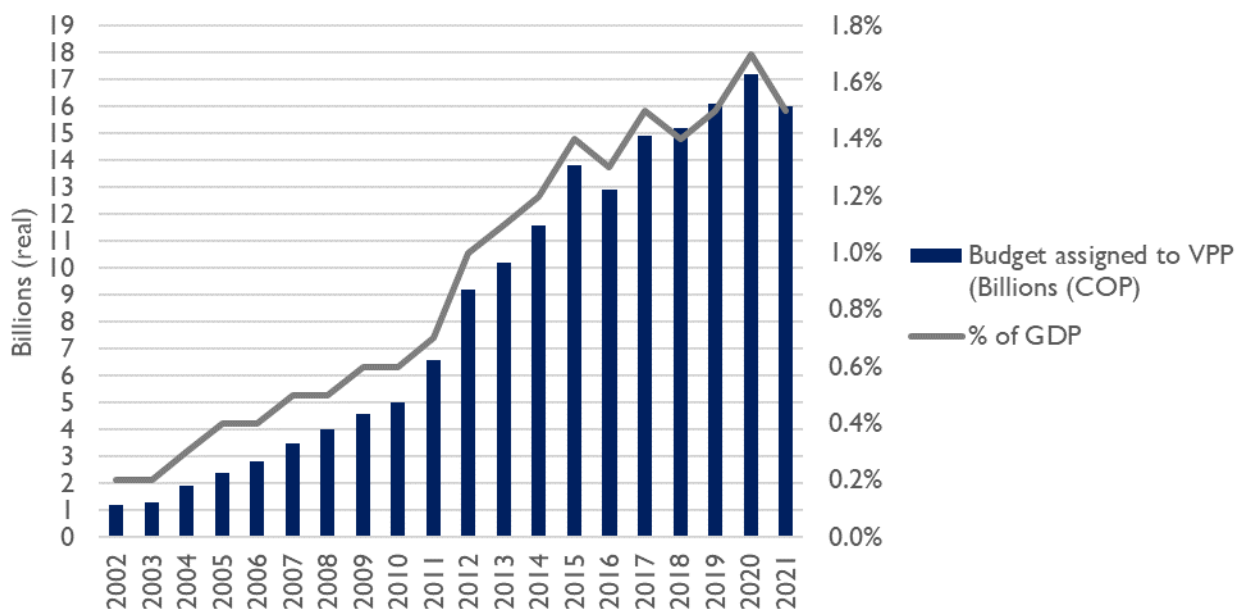


Exhibit 17. Budget assigned to Victims Public Policy, 2002-2021.

SOURCE: DNP.

*“And the second issue that has a great impact on the VL is that the most expensive measure of the law, which is the administrative, economic compensation, which today there are more than 1 million people, almost reaching 1.2 million compensated victims, I do not remember the figure, but yes, that is a couple of billion pesos that this has cost.” (National IOM)*

**F.2.8.** In terms of local fiscal sustainability, the needs are even more significant, especially in the case of municipalities pertaining to categories 4, 5, and 6.<sup>52</sup> Local governments have insufficient budgetary autonomy, which adds to their limited capacity for execution, project structuring, and leveraging additional resources.

From a quantitative standpoint, we analyze the relationship between dependence on central government transfers (i.e., the fiscal dependence index) and the municipality victimization index (i.e., municipalities where the probability of violations of rights including life, freedom, integrity, and personal security exist).<sup>53</sup> The following exhibit reflects that municipalities with a higher victimization index depend more on central government transfers. This adds complexity to the sustainability of VL advances.

<sup>51</sup> Policy document 2078 of 2021 from the Colombian National Council of Social Policy document.

<sup>52</sup> Numerical municipal categories define municipalities using the size of their population and level of public revenue received.

<sup>53</sup> For details on the victimization index and the fiscal dependence index see Annex B – Supplementary Results.



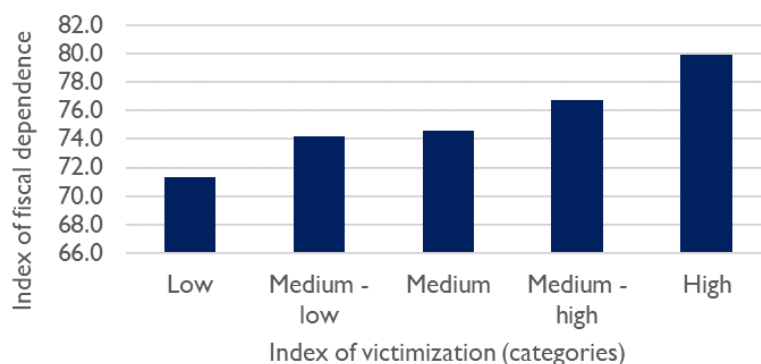


Exhibit 18. Index of fiscal dependence and index of victimization.

SOURCE: EVALUATION TEAM BASED ON DNP AND VU.

*...I am honest with you, I have almost not been able to go to Cartagena del Chairá, as many times there are resource limitations and one understands that (...) the VU sometimes does not have resources because one understands that it is a law that demands to attend all that the victims demand, a lot of resources are required (...) Then, sometimes one commits to go, for example, without per diem (work compensations), without anything to go to meet a victims' municipal roundtable.” (Local VU)*

It is also worth noting that the commitment to use fiscal resources for actions related to the VL is influenced by political will. As noted by various of the victims we interviewed, the political commitment to invest in the VL is not always clear:

*“Governments are always saying that they don’t have resources, which is not true. In reality, this is about pure will, and you do not get up when there is no will. You are not motivated to do anything if there is no will.” (Victims’ participation roundtable)*

**F.2.9.** The financing of specific activities and components of the VL depends on VISIP’s budgetary support, especially at the local level. This limits the sustainability of results achieved.

VISP served to facilitate leveraging essential resources from the GoC. For each Colombian peso invested by USAID, 8.1 pesos were invested by allied GoC agencies (leveraged). The investment of these public resources to carry out investments during, and possibly after, program implementation contributes to the sustainability of results.

**F.2.10.** VISP has played an essential role in facilitating the dialogue and coordination between the GoC and the victims within the VL’s mandate. An absence of this role could reduce the fluidity of the relationship between the GoC and the victims. VISP’s role as a connector between the government and victims was a key topic mentioned by different actors during the interviews. As one local IOM official noted:

*“(...) we must continue working on conducting political advocacy to locate the victim’s issue on the national and local agendas. I believe that cooperation has a very strong responsibility. Since the State is in charge of implementation, cooperation is called upon to tell it to put several issues on the agenda of both the national development plan and public officers at the local level. (...) I raise the point of cooperation around how to make incidence effectively.” (Local IOM)*

## ADEQUATE NORMATIVE FRAMEWORK

**F.2.11.** The current normative framework for providing victims comprehensive assistance and reparations is sufficient to guarantee the sustainability of results. Various interviewees agreed on how the challenge is not to develop more laws but to advance on the specific mechanisms and scenarios through which these legal instruments and policies can be effectively implemented:

*“I would not change a single comma; the content of the law is enough. Now, the next step should be to comply with the decrees. (...) So, I think laws are clear, but now we need to implement them, make their content reality.”* (Local IOM)

## SUSTAINABILITY IN DISPERSE RURAL AREAS

**F.2.12.** From a territorial perspective, the sustainability of the institutional response supported by VISP depends on structural aspects such as the weakness of the institutional presence and the existence of geographical and connectivity barriers to access.

*“(...) and putting Popayán aside, Cauca is a very rural department. We are speaking about isolated places, such as the municipal Ombudsman, far from the urban centers where the public authorities are located. Distances act as barriers, mostly when we think about transportation costs, security risks, and so on.”* (Local Government)

## SECURITY GUARANTEES

**F.2.13.** The continuity of violence in Colombia, especially in the areas targeted by VISP, represents a challenge for the sustainability of results. As was repeatedly cited by interviewees, the absence of adequate security guarantees for participation and the defense of human rights is an underlying problem.

*“Violence was a major constraint for everything. In Buenaventura (...), there were weeks in which we were stuck in the service center because there was a bomb threat in the neighborhood, because there was a warning that we could not go to the neighborhoods, so we had to stay tied up because we could not attend or go to look for people (...) there are areas that you can’t get to (...).”* (Local IOM)

Quantitative data corroborates this finding. For example, the Victimization Index at the national level shows that while in 2018, 83.2 percent of municipalities were in the categories of low or medium-low risk, by 2021, this share decreased to 71.8 percent.

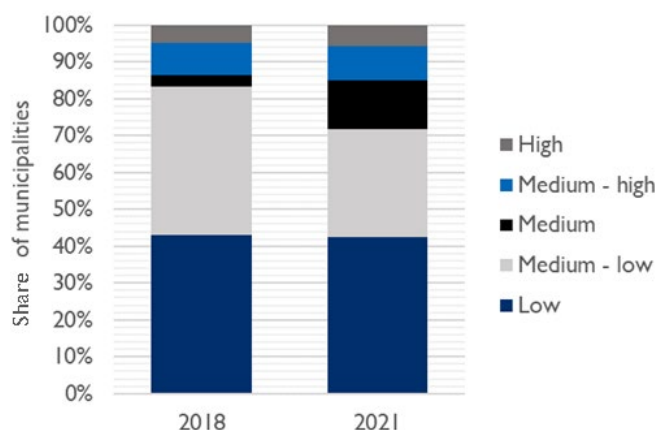


Exhibit 19. Percentage of municipalities by risk group according to the VRI.

SOURCE: EVALUATION TEAM BASED ON VU.

## MAINTAINING CITIZEN PARTICIPATION

**F.2.14.** VISP's contributions to the visibility and capacity building of the victims' participation roundtables, including their oversight and advocacy for the victims' policy planning, implementation, and monitoring, contribute to the sustainability of the advances in the VL. These include the capacity for participation and for advocacy for the continuity of different services and reparation measures. Despite these advances, as mentioned by different actors, there are future challenges to ensuring political participation and visibility, especially in the framework of the Congress' peace seats and in the participation of victims that are not part of the victims' participation roundtables.<sup>54</sup>

*"They know their rights very well, they know very well the role of the different actors, they know the role of the Mayor's Office very well, and that is a guarantee that when the victims' roundtable is held, we know that they will include this type of actions in the planning process."* (Local Government)

## M&E FOR SUSTAINABILITY

**F.2.15.** As part of a permanent M&E process, VISP has provided constant support to stakeholders, taking timely corrective actions to achieve the expected results in supporting and implementing public policy programs related to victims.

*"I have always thought that a very good practice that we have is the follow-up and monitoring scheme, and more than a follow-up and monitoring scheme, it is support for carrying out activities. I feel that we are not a passive actor, with the resources, of course, in this case, from USAID and IOM, we are an active cooperation agency, we like to be there and accompany the activities; I feel that this is perfect practice and should remain as a lesson learned for future actions because this support scheme allows us to know the day-to-day operation of the projects."* (IOM National)

**F.2.16.** The design of the Territorial Strengthening Model (VISP and MOI) and pilot projects for the economic stability of victims supported by VISP considered the systematization of and adaptation to lessons learned. However, the evaluation team found no evidence of similar knowledge management exercises in other VISP projects despite their relevance and strategic value with regard to implementing and sustaining other actions for comprehensive victims' reparations.

*"There is nothing as important in terms of results as the sustainability of the actions carried out. We have always considered it at the methodological level, which is the biggest challenge of the model (...) The main indicator, instead, will tell us if the effort, time, and resources were not wasted. So, when the model was built methodologically and, from the results verifications that began to be executed, we began to realize how important this was. In other words, there are enormous challenges and opportunities for improvement in each technical exercise that takes place phase by phase, year by year, and stage by stage; this is true."* (National IOM)

## CONCLUSIONS

**C.2.1.** VISP's technical support to assess, understand, and assist the implementation of the VL was fundamental to the organization of institutional processes. VISP rightly concentrated its efforts on strengthening individual and organizational capacity at the national and local levels. A greater number of

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<sup>54</sup> Within the framework of the Peace Accord, special congressional seats were created so that victims and leaders of territories prioritized by the Peace Accord would have political participation. The first representatives were elected in 2022.

difficulties were faced in consolidating capacity in local governments, which represents a challenge to the sustainability of results (F.2.2, F.2.3).

**C.2.2.** Despite advances in psychosocial and physical rehabilitation, local capacity for sustainability continues to be limited in terms of technical ownership, institutional management and coordination, coverage, use of information systems, qualification and retention of human talent, and socialization of services offered (F.2.5, F.2.6).

**C.2.3.** The fiscal resources required to implement the VL are high, especially where victimization continues. Fiscal challenges are even more significant locally, where management and budget execution capacity remain low. In the targeted territories, VISIP's direct budgetary support has been significant, and thus, the absence of future budgetary support through international donors could limit the sustainability of achievements (F.2.7, F.2.8, F.2.9).

**C.2.4.** Although VISIP has strengthened the GoC's capacity for an institutional response to provide victims' comprehensive assistance and reparations, its absence could imply sustainability challenges related to political commitment and the fluidity of the relationship between the government and the victims (F.2.4, F.2.9, F.2.10, F.2.11, and F.2.12).

**C.2.5.** The continuation of violence poses a significant challenge to the sustainability of the results achieved by the GoC with the support of VISIP. This violence generates operational and funding challenges (as it requires significant investments in humanitarian assistance and the provision of reparation measures) and thereby poses risks to the security of communities, especially for individuals who lead participatory spaces and those who defend human rights (F.2.1, F.2.13).

**C.2.6.** The progress made in victims' participation, supported by VISIP, represents a gain as it relates to the sustainability of the implementation of the VL, as individuals participating in victims' roundtables have acquired oversight and public advocacy capacity. Work could continue to extend these capacities to additional organizations (F.2.14).

**C.2.7.** The M&E processes related to the comprehensive services and reparations for victims, including those supported by VISIP, have generated institutional memory and have facilitated understanding of interventions and their results. This contributes to the adaptation, scaling-up, and sustainability of the actions supported by VISIP (F.2.15).

**C.2.8.** Although VISIP's operational practices included internal feedback on its actions, except for a few projects, there is no evidence of systematic knowledge management exercises with government counterparts to systematize and disseminate lessons learned or to incorporate modifications that contribute to the sustainability of results (F.2.16).

## RECOMMENDATIONS

**R.2.1** Continue strengthening the technical capacity of the institutional framework, especially at the local level, by assessing, explaining, and disseminating the conceptual and operational design of activities to support the VL implementation. Focus on the modifications required for future policy or regulatory developments and strengthen bidirectional communication and collaboration between levels of government (C 2.1).

**R.2.2** Continue supporting planning and follow-up activities carried out by public agencies responsible for the victims' policy, local governments, and oversight entities, with an emphasis on identifying and responding to possible inconsistencies between the size of the victim population to be supported and the allocation of budgetary resources for these efforts, to continue to improve planning and oversight processes around the VL (C.2.2, C.2.5).

**R.2.3.** Continue providing technical and financial support to implement the VL and the Peace Accord to advance the delivery of victims' rights on a large scale while considering changing dynamics of the context (C.2.3).

**R.2.4** Support the MOH and the VU in designing and implementing support strategies for local governments to develop technical management capacity and monitor the quality of psychosocial and functional-physical rehabilitation measures (C.2.4).

**R.2.5** Continue supporting victims' participation as a part of a broader approach that includes strengthening victims' organizations and working with the new peace congress seats, focusing on building capacity for these representatives to carry out advocacy work in decision-making related to the victims' policy, its follow-up, and its accountability (C.2.6).

**R.2.6** Strengthen the knowledge management strategy of future programs based on the systematization of lessons learned and the transfer of best practices in the design, monitoring, and implementation of actions for the comprehensive care and reparations for victims (C 2.7, C.2.8).

## **ACCESS TO PHYSICAL AND PSYCHOSOCIAL REHABILITATION**

*Question 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed these services?*

### **FINDINGS**

#### **ACCESS TO PSYCHOSOCIAL REHABILITATION**

**F.3.1** VISP supported the design and implementation of the Entrelazando collective psychosocial services strategy and made direct contributions to hiring care professionals, allowing expanded access of victim's to this rehabilitation strategy.

In particular, the data reflects that the number of victims that are part of the Subjects of Collective Reparation and received services through Entrelazando increased by 27.9 percent between 2018 and 2021, increasing from 44.5 thousand victims to 59.9 thousand.

However, previous analyses of the collective reparation measures (VU and VISP, 2021) found that the small size of mutual support groups, the high number of villages to cover, and the small number of activities in its action plan hindered results. Additionally, there is no evidence of the replication of actions after the end of the intervention, so its sustainability over time is perceived as limited.

**F.3.2** VISP supported the design, start-up, and update of technical inputs to implement EREG. This strategy enabled victims' access to psychosocial care by establishing support networks and promoting mental health and well-being. However, the prescribed number of sessions is insufficient to address the

experiences of suffering, and there are no strategies that monitor the impacts once the strategy is no longer supported.

Exhibit 20 reflects the increased access to this rehabilitation strategy. For the period, the EREG coverage rate in VISIP-supported municipalities was slightly higher than in the comparison group, and this difference increased over time. Nonetheless, coverage remains below five percent.

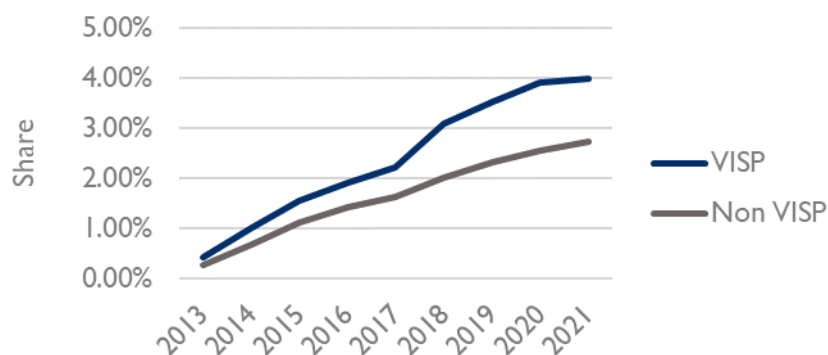


Exhibit 20. Proxy coverage of EREG. 2013 – 2021 (PSM results). The proxy variable is defined by the VU based on the total number of victims receiving services. For more details, see Question 3 in Annex B.

SOURCE: EVALUATION TEAM BASED ON VU

**F. 3.3** Although VISIP did not provide direct resources to increase PAPSIVI's coverage, it did make fundamental contributions to the construction of methodologies for the two components of the program (psychosocial care and comprehensive health with a psychosocial approach), as well as supported training and care processes for care professionals at the national and local levels. These actions contributed to the territorial deployment of the strategy, and thus, to expand coverage.

Data reflects a significant increase in PAPSIVI's coverage, however, it remains low at below 15 percent. The coverage rate in VISIP municipalities was lower than in the comparison group, and this difference constantly increased in time, moving from 0.2 in 2014 to 5.8 in 2020.

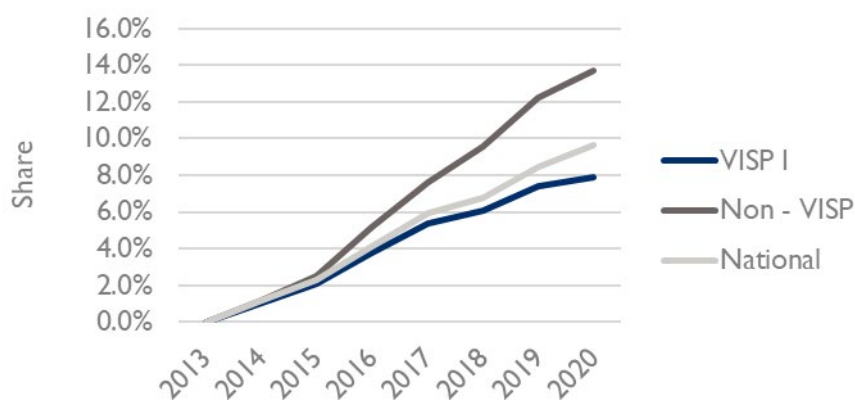


Exhibit 21. Proxy coverage of PAPSIVI. 2013 – 2021 (PSM results). The proxy variable is defined by the VU based on the total number of victims receiving services. For more details, see Question 3 in Annex B.

SOURCE: EVALUATION TEAM BASED ON MOH

The program faced challenges regarding the sufficiency of the number of sessions required to achieve harm mitigation and in coordinating its two components, given low ownership of the psychosocial approach in clinical care contexts and the barriers to accessing mental health services in the SGSSS.

*“One of the bottlenecks that we identified in the area of psychosocial care, without a doubt, had to do with the difficulty of being able to win a first appointment with a psychologist or with the psychology department of the EPS, so that gives continuity to the processes (...) sometimes the institutional times for contracting services take months to start, and that also distances the service, but I think there is more and more aware that the services have to be humanized, timely services and that they have to be in the right places.” (Local IOM)*

**ACCESS TO PHYSICAL REHABILITATION**

**F.3.4** VISP’s contribution to the provision, adaptation, and support for the operation of functional physical rehabilitation centers directly facilitated victims’ access to these services. It also facilitated access for persons with disabilities, victims of accidents with anti-personnel mines, and the general population, in both municipalities supported by VISP and neighboring municipalities.

Results from our digital survey show that a higher proportion of VISP-supported health facilities report providing physical rehabilitation services than other public hospitals in similar municipalities.

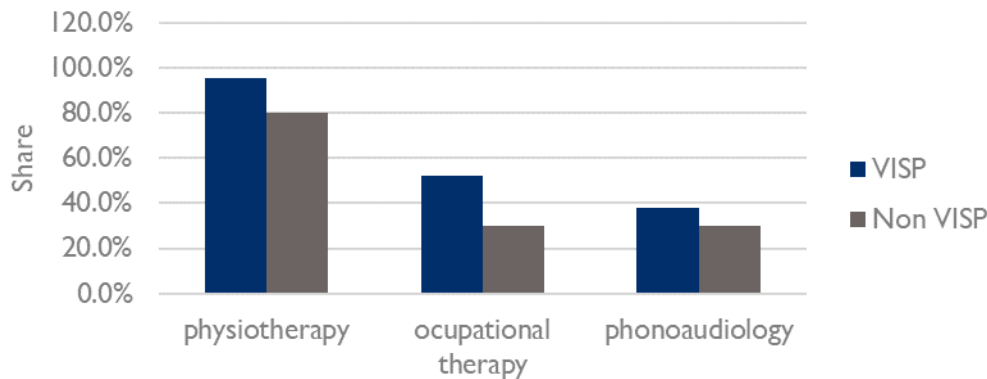


Exhibit 22. Percentage of VISP and non-VISP health facilities providing different physical rehabilitation services.

SOURCE: DIGITAL SURVEY OF HEALTH FACILITIES

The provision of physical rehabilitation in local health centers reduced travel time to receive care. In addition, tele-rehabilitation brought specialized physical rehabilitation services closer to territories. As pointed out by one interviewee in a health center:

*“They (users) can take hours to go out for a consultation. So, we must start moving more extramural; that has been another advantage of the new provision of services.” (Local Health Center)*

As noted in a 2021 study by Rosario University that carried out a focus group, participants’ difficulties of access to services include the poor condition of roads, weather, availability of transport, and cost. The



study's household survey results show that 26.9 percent of people who have used rehabilitation services spend two hours or more in transit between their home and the point of care.<sup>55</sup>

## **FACTORS AFFECTING ACCESS TO AND QUALITY OF REHABILITATION**

**F.3.5** The offer of psychosocial and physical/functional rehabilitation services continues to face challenges in facilitating access for victims. Challenges include offering mass training processes for health professionals and technicians throughout the country, improving coordination between the different actors of the SGSSS, and systematically adopting the RUV consultation process to apply the differential approach for victims at health service points.

Another relevant challenge is the availability of local human talent and high turnover. As reported in the PAPSIVI evaluation, 73 percent of the total costs of psychosocial care are concentrated in covering the cost of human talent.<sup>56</sup> Furthermore, staff turnover between 2015 and 2018 was 47 percent.

**F.3.6** Psychosocial rehabilitation strategies for victims are not systematically coordinated (beyond individual referrals) with offering mental health services or with social inclusion policies. Several interviews mentioned this. As one put it:

*“Another barrier is the lack of provision of services for the vulnerable population because it is very little... Well, yes, you provide care, let's say you do your duty from health, try to give patients the best tools, but when they find themselves in such vulnerable social conditions, it is difficult to achieve what one would like with people (...) There is not much on offer for people with disabilities; there is not much on offer for women heads of households...not at all.”* (Local Health Center)

**F.3.7** There is a delay in access to psychosocial care for ethnic collective reparation subjects (victim groups) and a lack of integration of the ethnic approach into the rehabilitation measure. This challenge persists despite VISP having provided technical assistance to address this issue.

This is related to the challenges posed by the methodological and operational adaptation of care models to the knowledge and practices of ethnic communities, linguistic limitations, and the availability of professionals with detailed knowledge of their origins. In addition, the lack of strategies to effectively align ancestral medicine practices with Western medicine within the framework of the SGSSS is also a barrier.

*“When a person suffers individual and collective damage, not only does the person suffer the damage, the territory, the land, also suffers the damage (...) Let's talk about reparation; reparation is to be at peace with nature; they must have mutual knowledge of the environment in which the psychosocial professional will work (...) for instance, that individual psychosocial rehabilitation is spiritually taken into account (...) everything is in the harmonization.”* (Ethnic authorities)

**F. 3.8** Over 725,000 victims have accessed psychosocial rehabilitation through the strategies designed and implemented with VISP's support (EREG and PAPSIVI).<sup>57</sup> Access to psychosocial and physical

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<sup>55</sup> Rosario University (2021). Executive report of baseline results of the rehabilitation situation of 11 category 5 and 6 municipalities belonging to five Colombian departments.

<sup>56</sup> MOH, IOM, VISP, 2020.

<sup>57</sup> MOH and VU, data up to 2021.



rehabilitation has been concentrated in urban areas, and challenges persist in increasing coverage and access for ethnic and rural communities, children, and the elderly. The expansion of coverage faces challenges, including complex access conditions, the persistence of violence, and insufficient budget allocations.

In line with the above, when analyzing data from the VL survey of 2021 regarding the determinants of access to victims' rehabilitation services, the evaluation team found that:

- Being a woman increases the probability of access to rehabilitation services by 1.84 percent, where 10.2 percent of women victims reported access to services and 8 percent of men did.
- Being of Afro-descent increases the probability of access to rehabilitation services by 0.85 percent for non-ethnic victims and being indigenous increases the probability of access by 5.2 percent.
- Belonging to a victims' organization or victims' participation roundtable increases the probability of access to rehabilitation services by 2.3 percent.
- Occupational status is the most important individual determinant, as being a student or retired increases the probability of access by 8 percent.

**TABLE 3: MARGINAL EFFECTS OF INDIVIDUALS SOCIOECONOMIC CHARACTERISTICS ON THE PROBABILITY OF ACCESSING REHABILITATION SERVICES (2021).**

| VARIABLE                                          | MARGINAL EFFECT | STD. ERR. | Z      | P-VALUE |
|---------------------------------------------------|-----------------|-----------|--------|---------|
| Gender                                            | 0.0184          | 0.00066   | 28.07  | 0.000   |
| Age                                               | -0.0004         | 0.00003   | -13.42 | 0.000   |
| Afro descendant                                   | 0.0085          | 0.00072   | 11.83  | 0.000   |
| Indigenous                                        | 0.0526          | 0.00179   | 29.36  | 0.000   |
| Education attainment                              | -0.0029         | 0.00042   | -6.96  | 0.000   |
| Stratum                                           | -0.0076         | 0.00043   | -17.64 | 0.000   |
| Change of municipality                            | 0.0157          | 0.00137   | 11.47  | 0.000   |
| Victims' organization or roundtable participation | 0.0235          | 0.00067   | 35.11  | 0.000   |
| <b>Civil status</b>                               |                 |           |        |         |
| Married                                           | 0.0014          | 0.00106   | 1.29   | 0.198   |
| Divorced                                          | 0.0105          | 0.00111   | 9.44   | 0.000   |
| Unmarried union                                   | -0.0202         | 0.0008    | -25.45 | 0.000   |
| Widower                                           | 0.0039          | 0.00164   | 2.4    | 0.016   |
| <b>Occupational status</b>                        |                 |           |        |         |

**TABLE 3: MARGINAL EFFECTS OF INDIVIDUALS SOCIOECONOMIC CHARACTERISTICS ON THE PROBABILITY OF ACCESSING REHABILITATION SERVICES (2021).**

| VARIABLE                                  | MARGINAL EFFECT | STD. ERR. | Z      | P-VALUE |
|-------------------------------------------|-----------------|-----------|--------|---------|
| Student                                   | 0.0818          | 0.003     | 27.31  | 0.000   |
| Student and employed                      | 0.0165          | 0.00193   | 8.54   | 0.000   |
| Pensioner                                 | 0.0898          | 0.00472   | 19     | 0.000   |
| Housework                                 | 0.0001          | 0.00079   | 0.16   | 0.873   |
| Unemployed                                | -0.0223         | 0.00073   | -30.76 | 0.000   |
| <i>Relationship to the household head</i> |                 |           |        |         |
| Spouse                                    | 0.0018          | 0.00095   | 1.95   | 0.051   |
| Son/daughter                              | 0.0138          | 0.00111   | 12.41  | 0.000   |
| Father or mother                          | -0.0229         | 0.00145   | -15.8  | 0.000   |
| Brother/sister                            | -0.0141         | 0.00236   | -5.97  | 0.000   |
| Another relative                          | -0.0253         | 0.00289   | -8.77  | 0.000   |
| Another nonrelative                       | 0.1157          | 0.00701   | 16.52  | 0.000   |

SOURCE: EVALUATION TEAM BASED ON VL SURVEY 2021.

## CONCLUSIONS

**C.3.1** VISP supported the creation and operation of the VU's psychosocial rehabilitation strategies (Entrelazando and EREG), facilitating victims' access to psychosocial care through the local presence of professionals and community agents trained to support these initiatives. Despite these advances, challenges persist in coverage, quality, and evaluation of these strategies (F.3.1, F.3.2).

**C.3.2** VISP supported the MOH in implementing processes to facilitate victims' access to the PAPSIVI and physical/functional rehabilitation centers in low and medium-complexity level health centers. It supported training processes, grants, technical assistance, and dialogue with different health system actors. These actions positively impacted health care for victims as well as for the general population, even in non-VISP municipalities. Despite these advances, weaknesses persist in the GoC health system with regards to expanding coverage, providing services permanently, and coordinating psychosocial care with physical and other mental health services (F.3.3, F.3.4, F.3.5).

**C.3.3** Psychosocial care and rehabilitation services are not coordinated with public policy actions in the areas of mental health or social inclusion, or with the general public and individual health processes within the health system. As a result, victims receive fragmented physical and mental health care services and the services they receive rarely apply a psychosocial and rights-based approach (F.3.6).

**C.3.4** Socio-economic factors affecting access to rehabilitation services include ethnicity, geographic location, age, and economic status. While women have greater access to these services, persons of minority ethnic origin residing in dispersed rural areas, youth, and older adults, have limited access. The

GoC faces a critical challenge in methodologically, operationally, and financially adapting its psychosocial rehabilitation strategies to reach and help these populations heal (F.3.7, F.3.8).

## RECOMMENDATIONS

**R.3.1** Develop mechanisms to continue expanding the quality and coverage of psychosocial rehabilitation strategies through EREG, Entrelazando, and PAPSIVI (C.3.1, C.3.2).

**R.3.2** Continue providing support to the VU for the qualification of the EREG strategy and the Entrelazando strategy, strengthening mechanisms for referring cases to individual rehabilitation as required (C.3.1).

**R.3.3** Continue supporting the MOH in the implementation of PAPSIVI, especially in developing differential technical guidelines, strengthening monitoring and follow-up systems, strengthening coordination between its two components, and using the RUV by SGSSS actors (C.3.2).<sup>58</sup>

**R.3.4** Accompany the MOH in developing strategies to strengthen access to physical/functional rehabilitation centers in the new institutions providing health services (IPS), expand the operation of the disability registry, and design this service to include other comprehensive reparation measures for the victim population (C.3.2).

**R.3.5** In collaboration with the MOH, develop a strategy for permanent large-scale training on the psychosocial approach, differential approach, disability registration, and use of the RUV for local governments, EPS, IPS, and health professionals/technicians (C.3.2).

**R.3.6** Support the MOH and the VU in implementing mechanisms that technically and operationally integrate psychosocial rehabilitation with other reparation measures, mental health services, and other psychosocial rehabilitation strategies offered by the Colombian Family Welfare Institute, DPS, and the MOE (C.3.3, C.3.4).

**R.3.7** Promote the creation of collaborative differential strategies with authorities and ethnic communities to enable access to collective psychosocial rehabilitation of indigenous persons and to strengthen access to psychosocial rehabilitation by elderly populations (C.3.4).

## STRENGTHS AND WEAKNESSES OF THE COMMUNITY AGENT MODEL

*Question 4. What are the main strengths and weaknesses of the Community Agent Model?*

## FINDINGS

### CAM STRENGTHS

**F.4.1** ACOPLA had a robust and permanent theoretical and practical training process (ten years) aimed at community agents. This was based on the CAM guidelines, the needs of participants in each context, and the agents' different levels of baseline knowledge. The training process incorporated emotional care

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<sup>58</sup> Differential guidelines including for women, indigenous, Afro-Colombian, youth, and LGBTIQ+ individuals, particularly in rural areas.

actions for the caregiver and required more time and resources than initially projected. A strength of the program is that victims trained as community agents were paid. However, we found no information regarding training actions aimed at agent’s professionalization (i.e., training and certification).

*“So going to ACOPLE was like deepening and making more technical what we leaders had already been doing in a certain way (...) and Heartland with AFRODES trained us to step by step in all the issues that were appearing (...) look, we started training to attend the displaced population, right, suicide appeared, we were trained to respond to suicide attempts, sexual violence appeared, they trained us for violence regarding sexual orientation, the LGBTQI+ population appeared, we had training, care for children, we received training, and for me that was new, constant training is important to me.” (Community Agent)*

**F.4.2** The care provided by community agents (a peer-to-peer approach) proved effective in reducing post-trauma and mental health symptoms in the victim population. It generated confidence in the care processes, facilitated the socialization and community acceptance of the program, contributed to the destigmatization of mental health care, allowed beneficiaries to receive various types of care according to their needs (individual vs. group, by a community agent vs. by a professional), and generated higher coverage rates than initially anticipated.

*“For me, the first moments of ACOPLE were significant because all of us were victims, and being able to process our feelings, the situations that we had experienced to help the other person, it was a difficult process, but at the same time it was nice because we had never done it, we had never talked to a psychologist, so it was something very particular.” (Community Agent)*

As reflected in Exhibits 23 and 24, ACOPLE surpassed its goal for the number of people accessing its mental health interventions by 38 percent. Furthermore, 80 percent of beneficiaries reported at least a ten percent reduction in functional impairments.

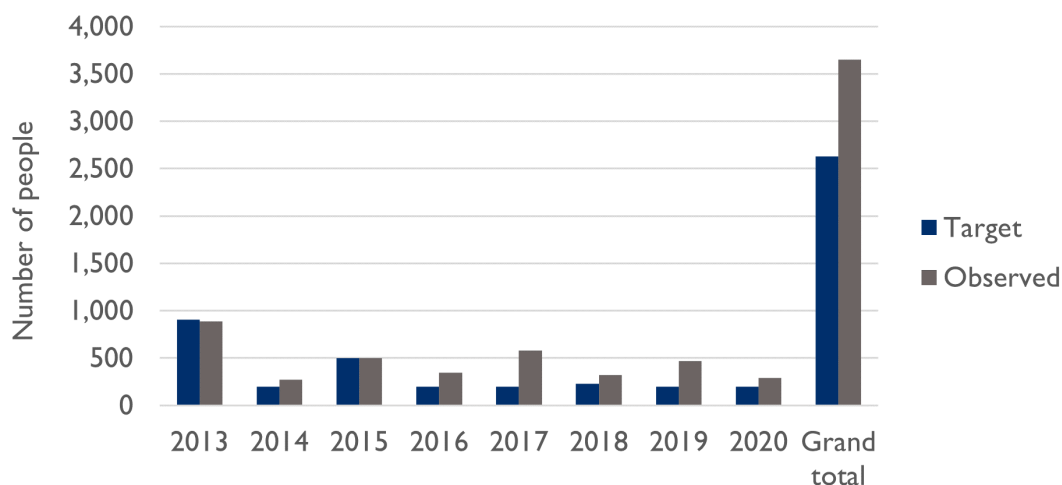


Exhibit 23. Number of vulnerable people benefitting from emotional support.

SOURCE: USAID/COLOMBIA MONITOR

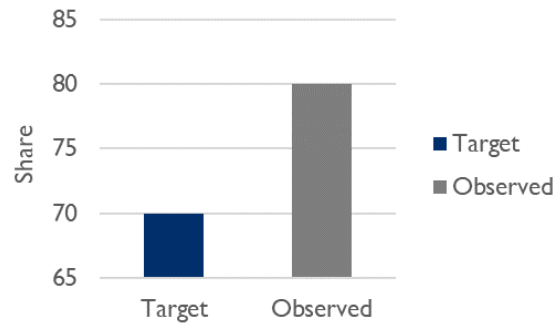


Exhibit 24. Share of ACOPE participants who report at least a 10 percent reduction in functional impairment (2020). Share is in percentage.

SOURCE: USAID/COLOMBIA MONITOR.

**F.4.3** The CAM facilitated the strengthening and reconstruction of the social fabric processes at various levels: within the team of community agents, between service users and the care team (agents and professionals), among service users in the group modality, and among beneficiaries that were part of local income generation projects.

*“That connection that they achieved among the participants, I believe, contributed to the social fabric, to the social cohesion of micro-communities and communities, partly because, let’s say, a call was made neighborhood by neighborhood. Many times, a person who was a neighbor of another would meet, and due to issues of displacement, due to issues of arrival in a host community, they did not know each other, and it turned out that they had an acquaintance of a distant relative, they had something in common. And then they began to go together to these ACOPE meetings and a bond between people begun to be created that later lasts, after the intervention is over, it lasts.” (Heartland Alliance)*

As documented in the literature, violence survivors require spaces such as Narrative Community-based Group Therapy where they can express themselves, be accompanied by others, and create support networks.<sup>59</sup> According to the interviewees, these spaces are conducive to recover rituals and traditions (e.g. *alabados*, food, cooking, crafts, stories, anecdotes, poems, and customs) that were lost when they were displaced into cities. Participants indicated that having these spaces allows them to express pain that cannot be easily externalized in other social situations (Bonilla-Escobar et al., 2017).

**F.4.4** The CISALVA Institute’s participation as a research team in implementing the CAM in Colombia was a strength of the program.<sup>60</sup> This enabled the creation of a local instrument for measuring beneficiaries’ mental health symptoms at the start and end of receiving the intervention. This support allowed the execution of a robust strategy to monitor and evaluate the effectiveness of the interventions, as well as contributed to the evidence-based knowledge regarding the local application of the CAM. This is another innovative characteristic of ACOPE’s implementation.

<sup>59</sup> Narrative Community-based Group Therapy (NCGT) aims to train people from the community (Lay Psychosocial Community Workers –LPCW) to offer psychosocial support in mental health, under a supervising psychologist. In this intervention, the community participates and gives solutions to its mental health problems. In the contexts of narrative therapies, people are considered as thinkable beings who give meaning to painful experiences through their language and interaction with others (Osorio-Cuellar, G et al., 2017).

<sup>60</sup> The CISALVA is the Institute for Research and Development in Prevention of Violence and Promotion of Social Coexistence, del Valle University

*“The first intervention was carried out, it was validated at the beginning and end, but after that first intervention, the following years continued to be monitored. In other words, there were even people who, six years after their first intervention, had an assessment on them... They were assessed again, and we looked at whether people still had those coping techniques in mind, using those mechanisms they may or may not have acquired in the support process. And if people were identified who at the time needed to complement their care, CISALVA sent us that information, “Such a person was contacted, he requires follow-up again, according to symptoms, we suggest sending a community agent or a psychologist,” and well, they did that periodically the following years. (...) And we also called them (...) I think it was something like a source of verification, that it was from Heartland Alliance, not here from the Quibdó office but from the office at the national level; someone called to verify if this person did or did not receive any service.” (ACOPLE Professionals)*

**F.4.5** A strength of the CAM was the use of various types of supervision of the interventions carried out: individual supervision (professional plus community agent), group supervision (professionals plus group of community agents), and peer supervision (among community agents). John Hopkins University, the CISALVA Institute, and Heartland Alliance participated in these processes, establishing horizontal relationships, and allowing community agents to strengthen their care skills through practice. In addition, these exercises respected the confidentiality of the beneficiaries, which in turn strengthened trust. However, this supervision process was not systematized.

*“... all the community agents met with supervising, each with their situation. With the psychologist, many times, we helped her to give opinions (...) Each one from their tools, from their experience, and their tools “I did this, and it worked for me, let’s see if it works for you too” that was what we did in group supervisions.” (Community Agents)*

## **CAM WEAKNESSES**

**F.4.6** Although the victims that received services through ACOPLE were predominantly of Afro-Colombian descent, the CAM did not include the ethnic differential approach in its care protocols.<sup>61</sup> Following the original design of John Hopkins University, formal adaptations were made to the protocols on issues such as the style of care and language. In addition, ACOPLE created its group care strategy that complemented individual care, but the results of the group care process have not been published.

*“Yes, it is a very Western model, thinking of mental health as individual and family well-being. But when dealing with Afro-Colombian and indigenous communities, the understanding of mental health must be transformed. Above all, in indigenous communities, because it is not the same definition, it is not the same understanding (...) This was not done because it was not raised in that way, but some adaptations were achieved in the language and in the methodological adaptations that made it possible to recognize other manifestations of discomfort or symptoms that could be indicating psychosocial involvement.” (Heartland Alliance)*

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<sup>61</sup> For purposes of understanding diversity, the differential approach includes life cycle, sexual orientation or gender identity, ethnicity, disability, and specific situations that generate social inequities (forced displacement, sex work, region to which one belongs or where they live among others) (MOH, 2021). The ethnic differential approach is a method of analysis, action, and assessment of the population, based on the protection of the rights of ethnic peoples from a perspective of equality and diversity. This approach collects and makes visible the thought, worldview, and visions of development of the communities themselves and incorporates them as actions concrete in the interventions (DNP, 2012)

**F.4.7** Though the implementation of the CAM reflected a majority of female participation at all levels (care professionals, community agents, and beneficiaries), its implementation did not formally incorporate a gender approach.

According to Heartland and CISALVA, integrating the gender approach was necessary within the Colombian context given the characteristics of victim beneficiaries. However, within the CAM, this approach was not incorporated. Strong results were nonetheless accomplished from a gender perspective. For instance, according to the USAID Monitor data, 97 percent of women who attended reported at least a 12 percent reduction in mental health symptoms.

*“Our percentage of women participants was much higher than that of men. It is an issue that we could never resolve. We tried to balance the participation of men a little, but it was not what we expected (...) where we were working; it was more normal for women to receive these services, to accept that it was the support they required. There is a very big prejudice in Colombia, especially against men.”* (Heartland Alliance)

*“Finding men was quite complicated, and there was no approximation of gender, of men as patients, there was no approximation.”* (CISALVA)

#### **CAM SUSTAINABILITY**

**F.4.8** The social organization AFRODES participated in contacting, selecting, and hiring the community agents affiliated with CAM. However, these actions were not linked to a continuous organizational strengthening process, which resulted in weaknesses in the transfer of capacities and limitations in the information management processes between AFRODES and Heartland Alliance.

As stated in ACOPLÉ’s final evaluation (2020), the program’s implementation “included support on the institutional strengthening of AFRODES as a strategic partner that played the main role at the commencement of the program, regarding its governance. However, later, AFRODES was relegated to execute operational actions, losing projection and sustainability-building.”

*“One of the objectives of ACOPLÉ was to strengthen AFRODES in its process, and let’s say that we could have made a much closer support, much more sustained, which in the end we tried to do with the agreement modalities and the support and training that we offered them. When these shortcomings were evident and the support was not constant, there were some communication situations between AFRODES and Heartland Alliance. We were indeed able to negotiate, and we were able to better align ourselves with the objective we had, but it was not always a loving and fluid relationship.”* (Heartland Alliance)

**F.4.9** The CAM did not have continuity in AFRODES once USAID funding ended. This fact is related to the weaknesses in the organizational strengthening process and the challenges in obtaining resources for the ACOPLÉ Foundation. Given that the foundation was created a year before the project’s closing, it did not have the necessary experience to apply for funds to allow continuity in implementing the strategy.

*“Three sustainability scenarios were analyzed. The first was a health center, and let’s say that all the requirements and all the needs that the IPS was going to have to operate were analyzed. The second was a local non-profit organization, and the third was to merge a local non-profit organization with financing from USAID, as in a figure of local alliances for development with the private sector. So, we had to have a partner*

*from the private sector who decided to invest and say that USAID leveraged those resources. At that time, this financing figure did not exist in Colombia. So that was one of the first options rejected. The other two remain. In the economic analysis, the investment required for the IPS to reach its break-even point was more or less COP 2 billion and two years of operation with all the requirements (...) The other option was the non-profit organization, and that was chosen: ACOPLE is currently registered as a foundation in Cali. It is a foundation that has a mission to continue providing mental health care and psychosocial support to populations affected by violence.” (Heartland Alliance)*

**F.4.10** Even though the CAM included actions for the dissemination and transfer of the model to SGSSS actors and victims’ care institutions in its design, the transfer was limited. For instance, other institutional strategies supported by programs such as VISP (e.g., PAPSIVI, EREG, and Entrelazando) did not adopt the CAM. This is related to weaknesses in the design of the model’s advocacy process, high turnover of staff, changes in political will, and the cost of the model.

*“We had two Agreements of Understanding signed with the Municipal Health Secretary, in this case from Quibdó. This is to transfer our models to the territorial entity so they could implement that among the community care programs. That was our main focus (...) although they received initial training regarding the individual and group care model, it was not implemented (...) the municipality did not authorize it. And there were more political issues.” (ACOPLE’s Professional)*

## CONCLUSIONS

**C.4.1** The CAM effectively reduced mental health and post-trauma symptoms through a peer-based care approach. This resulted from a solid training and supervision process for community agents, building trust between beneficiaries and a partnership with organizations for the emotional (ACOPLE) team, and strengthening the social fabric at the local level (F.4.1, F.4.2, F.4.3).

**C.4.2** Throughout its implementation, the CAM adopted innovative measurement strategies, implemented effective research, and utilized a comprehensive approach for supervising cases and accompanying community agents to promote the quality of interventions. This reflects a unique characteristic of the CAM over other psychosocial care strategies and is a strength of the implementation model (F.4.4, F.4.5).

**C.4.3** Despite creating awareness for the service provision protocol with community agents and Afro Colombian populations and making language adaptations to better contextualize it, the CAM did not include formal methodological adaptations from its original model and did not formally include gender and ethnic approaches in its care protocols, although the majority of beneficiaries were Afro Colombian women. (F.4.6, F.4.7).

**C.4.4** The organizational strengthening provided to AFRODES was insufficient to adequately transfer the technical, administrative, and financial capacities required for the sustained implementation of the CAM after USAID’s support ended (F.4.8, F.4.9).

**C.4.5** Although dissemination actions were carried out, the CAM has not been adopted by government entities due to challenges in the relationship between the MOH and the VU, as well as weaknesses in the management processes of local Health Secretariats and the high costs of the model (F.4.10).



## RECOMMENDATIONS

**R.4.1** Given the effectiveness of the CAM, continue to support the implementation of validated strategies to provide psychosocial and mental health support for victims (C.4.1).

**R.4.2** In future programs, continue to systematize training processes developed with community agents and support coordination of these actors through formal training, providing incentives for professionalization, and analyzing training and certification results (C.4.1).

**R.4.3** For support to future implementation of the CAM or similar interventions, maintain and promote the link between professionals and knowledge management teams (C.4.2).

**R.4.4** For support to future implementation of the CAM or similar interventions, maintain, promote, and systematize technical supervision strategies carried out by community agents, identifying good practices, limitations, and results of each type of supervision across care processes (C.4.2).

**R.4.5** For support to future implementation of the CAM or similar interventions, identify strategies that facilitate modifications related to differential approaches to be formally incorporated into care services. These should be tailored to the profiles of the victim population (C.4.3).

**R.4.6** With regard to future processes to support community mental health strategies for victims, consider the results (currently being published) of the group model that ACOPLA implemented, complementing the CAM (C.4.3).

**R.4.7** As an input for current and future programs, review and update the organizational strengthening model for ownership of the CAM by victims' organizations (C.4.4).

**R.4.8** Review and update the CAM transfer strategy to SGSSS actors and SNARIV psychosocial care programs (C.4.5).

## RESULTS AND LESSONS LEARNED FROM VISP ECONOMIC PILOT PROJECTS

*Question 5. What were the lessons learned and results of the VISP pilot projects developed to strengthen the capacity of CSOs in economic empowerment, employability, and incidence in public policies?*

## FINDINGS

**F.5.1.** VISP's economic stabilization pilot<sup>62</sup> successfully tailored its model for working with different types of RPOs with victims' participation. Beneficiary organizations had different sizes and different member compositions and exhibited different needs and levels of organizational, commercial, technical, environmental, public policy, and communications capacities.

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<sup>62</sup> In 2018, VISP started the implementation of six pilot projects working with six RPOs of different levels of maturity. The program characterized the organizations, jointly defined a work plan, and provided support that included technical assistance, the use of ICTs for commercialization, and financial resources to buy equipment. The objective of the pilot was to identify lessons learned and best practices for the economic stabilization of victims.

**TABLE 4: PRODUCTIVE ASSOCIATIONS SUPPORTED BY VISP**

| ASSOCIATION      | DEPARTMENT | MUNICIPALITY | PRODUCT                             | MEMBERS | MEN | WOMEN | % OF MEMBERS INCLUDED IN THE RUV |
|------------------|------------|--------------|-------------------------------------|---------|-----|-------|----------------------------------|
| Arpasinuc        | Córdoba    | Tierralta    | Plane-tree                          | 47      | 29  | 16    | 61%                              |
| Asomesc          | Cauca      | Buenos Aires | Pineapple                           | 21      | --  | 21    | 94%                              |
| Asproquema       | Antioquia  | Anorí        | Cheese                              | 207     | 165 | 42    | 48%                              |
| Grasmer          | Caquetá    | Florencia    | Amazonian fruits and dairy products | 25      | --  | 25    | 68%                              |
| Cooproacho       | Chocó      | Quibdó       | Natural oils                        | 21      | 1   | 20    | 67%                              |
| Cruz de Amarillo | Nariño     | Pasto        | Milk                                | 23      | 11  | 12    | 91%                              |

**F.5.2.** The definition of the type of support to each RPO was based on the diagnosis and participatory definition of the organization's needs and capacities through a strengthening plan.

As reflected in the following exhibit, the capacities of the RPOs varied and generally were higher regarding organizational aspects and lower on the environmental and technical dimensions.

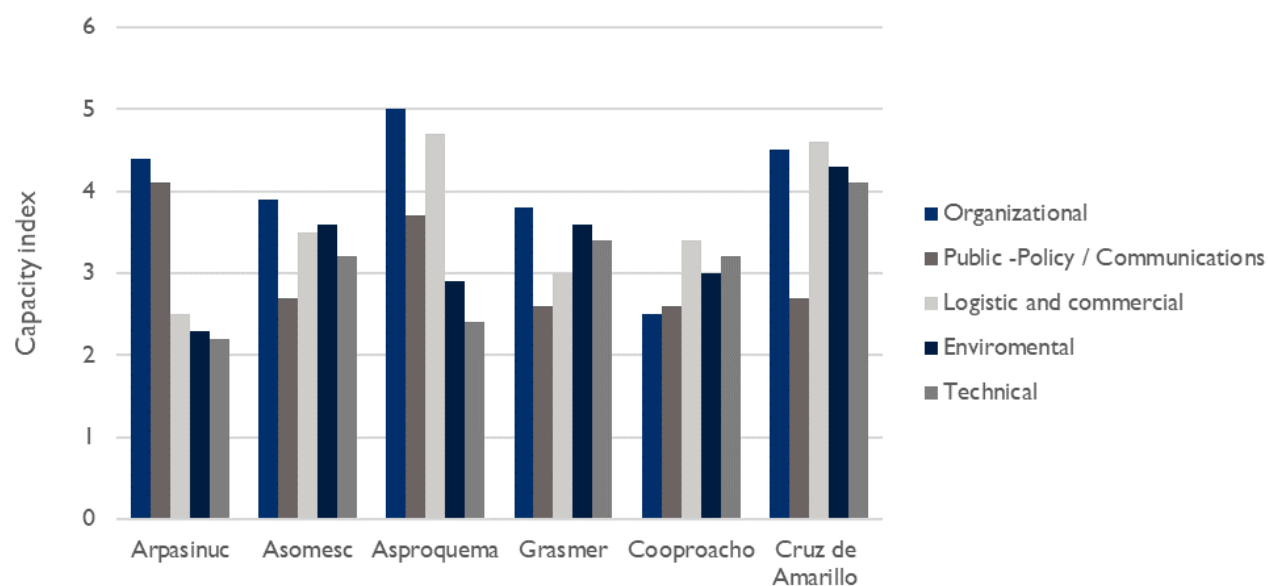


Exhibit 25. Pre-intervention quantitative diagnosis of VISP supported by organizations (2018). For further details on the index, see Annex B.

SOURCE: IOM

When defining work plans, the organizations interviewed consistently reported valuing joint dialogue and being provided with autonomy to identify areas of work:

*“We had received support before, but sometimes they arrive, deliver, and do not ask what the association wants or the ideals. IOM was always telling us, ‘it is not what we want to bring, it is what the association wants to do, what it has in mind to do, and we are here to support you in what you consider you need for the good development of your association.’ That is why there is a difference.” (VISP Pilot Organization)*

Investment amounts made by VISP totaled COP 1,100 million and varied from COP 141 million to COP 58.4 million per organization. As shown in the following figures, the criteria to define investment levels were not guided by the size of the organization and there is no clear association between the level of investment and the average organizational capacities score. This implies that the definition of investment was more case-to-case depending on the work plan with each RPO, rather than following a defined algorithm or pre-defined investment range.

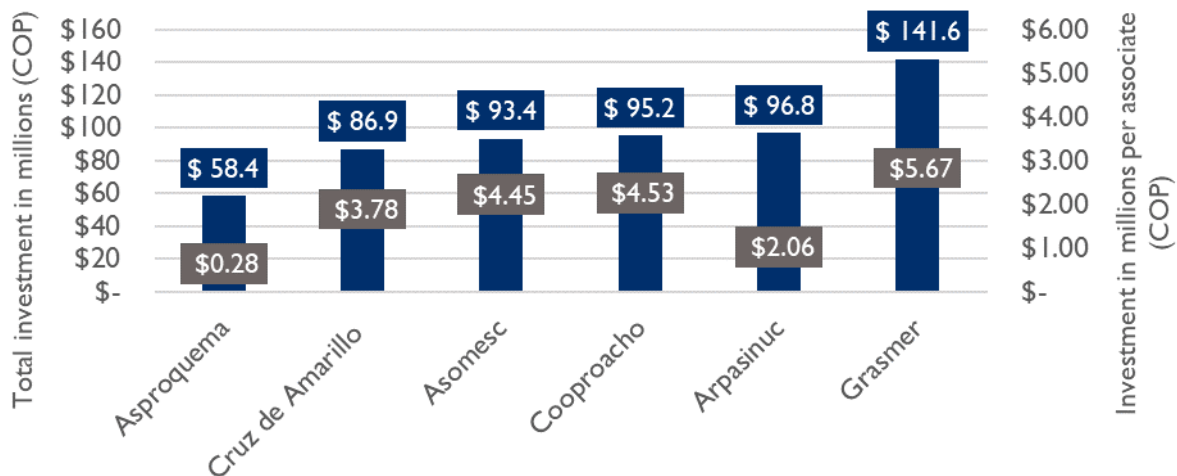


Exhibit 26. Investment by organization- total and per member (millions COP). For further details on the index, see Annex B.

SOURCE: EVALUATION TEAM BASED ON IOM.

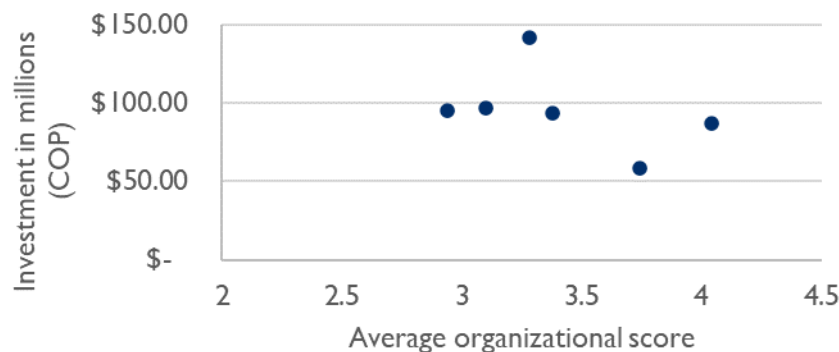


Exhibit 27. Investment by organization vs. average organizational score (millions COP).

SOURCE: EVALUATION TEAM BASED ON IOM.

**F.5.3.** VISP’s economic stabilization pilot project was adapted to work with vulnerable rural populations, though there was no straightforward differential approach for working with victims.

*“Let’s say that we did have a differential approach, but strictly we did not reflect it in the project, because it was not one of the areas of analysis, how to work with women specifically? How to do it with Afro-descendant populations? How to do it with young people?” (IOM National)*

**F.5.4.** While the pilot project did not have specific goals regarding improvements in the organization’s production and commercialization results, there were some reported improvements in increased production, diversification, and sales. For instance, one of the organizations reported a 60 percent increase in sales, while another reported a 50 percent increase in production capacity.

**F.5.5.** The pilot project RPOs continue to face challenges in commercializing their products at scale and in a permanent manner, as is required for economic stabilization and guaranteeing the sustainability of the support received. These challenges persist despite receiving training related to commercialization capacities, for instance, training in using social media and establishing the organization’s web pages and support to obtain quality certificates.

*“That is what we want, a more stable commercialization because we sell and we make yogurts every eight days, but I am not going to tell you we are making 500 yogurts monthly.” (VISP Pilot Projects Organization)*

In line with the above, the following exhibit shows that when inquired about the different activities carried out in the economic pilot projects, the interviewees highlighted more strengths regarding improving technical capacities and more significant challenges in achieving sustainability of the results.

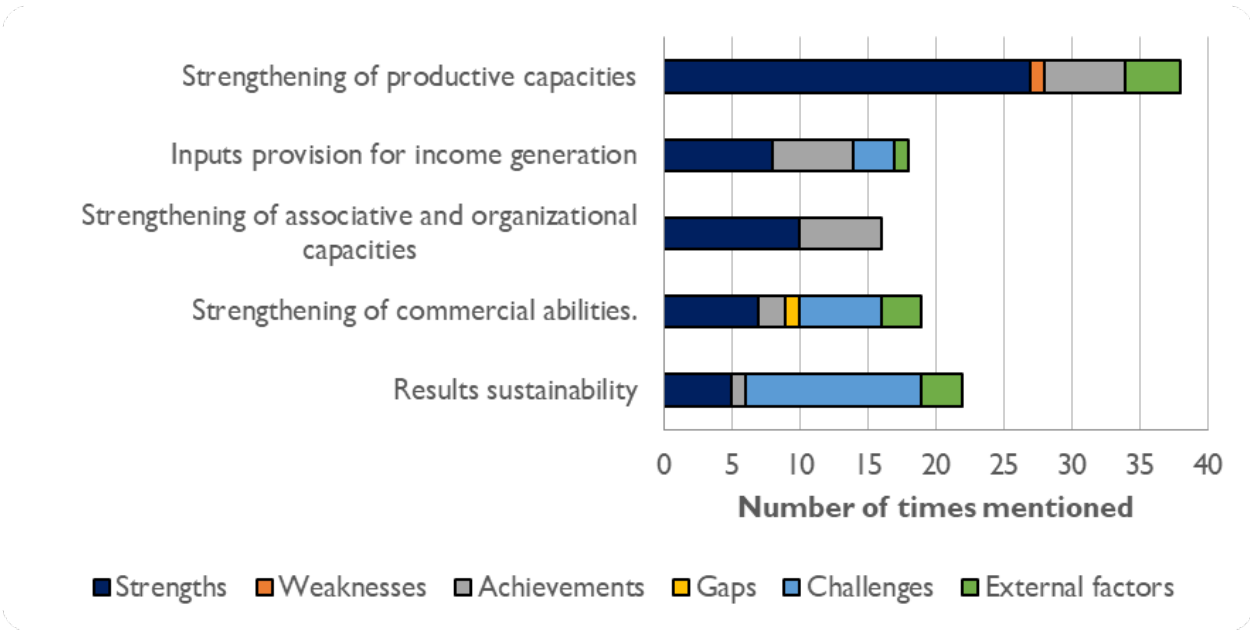


Exhibit 28. Number of times when interviewees mentioned strengths vs. challenges when inquired about the different activities carried out by the pilot projects.

SOURCE: EVALUATION TEAM-BASED QUALITATIVE DATA.

**F.5.6.** The COVID-19 pandemic affected the implementation of the economic pilot projects, in that they had to bring training to virtual platforms. The pandemic also affected local economic environments and, thus, the opportunities for RPOs to improve their sales. This added to pre-existing local economic barriers, including poor road infrastructure and limited internet connectivity. However, the pandemic did not jeopardize the pilot's operation or the achievement of its goals overall.

*“Basically, with the IOM, well, we also had some difficulties that were the pandemic, there we moved away a bit, we did not have as many things, but we also did virtual meetings, virtual training.” (VISP Pilot Organization)*

*“There were always many downturns; in the pandemic, we had downturns.” (IOM National)*

**F.5.7.** A successful innovation of the economic pilot projects was the emphasis on peer-to-peer learning provided by an established organization (*Territorios de Aprendizaje*). As clearly noted in the interviews, this allowed participants to learn from first-hand experiences, yielding practical knowledge and motivation that training provided by other types of actors cannot typically generate.

*“It was essential to get to know these organizations in real life; theory can handle anything; reality cannot be disguised. So, we learned about that reality from other organizations where they also had many difficulties, but these difficulties generate learning; in these associative and business processes, always the error, the difficulties, and the problems will bring learning, and that learning helps us to be much better, then we learned about the experience of these organizations in Territorios de Aprendizaje, and we understood what we have to do at the time.” (VISP Pilot Organization)*

**F.5.8.** The pilot project emphasized capacity transfer and empowered the organizations and local governments in their co-responsibility to continue the strengthening process beyond the implementation of the program.

*“All the time, we had to push them: ‘No, this is yours. You have to be there,’ and that is why for us, in the framework of this project, it was essential always to be empowering and accompanying them but doing it together. That was also important, and that is also a lesson learned. We provide, but you also provide. We are going to give you inputs, but you are going to plant, and you are going to learn to sow, and then they will continue to do it alone because we will not be here all our lives.” (IOM National)*

**F.5.9.** Pilot projects empowered organizations, and particularly women members, to strengthen and re-orient their work. They also provided a better understanding of the role of rural associations in income generation, which should be an activity that yields returns and benefits and should be economically sustainable.

*“We received an essential training where IOM asked us: ‘What are we part of this organization for what?’ and we said: ‘To improve our quality of life,’ but ‘What does an associate earn from what she invests in the organization?’ (...) Well, we did not earn anything because we thought the project is non-profit. But when the IOM arrives and explains to us what a non-profit organization is and why an association has to grow...” (VISP Pilot Organization)*

**F.5.10.** VISP's economic pilot projects systematized lessons learned in documents, a web page, a podcast, and a public event. Further national-level dissemination activities were not carried out due to

time constraints, although local teams of the Implementing Partner informally socialized results with local governments.

*“Each thing that the document has was a product of what happened, so it was daily documentation of what we were collecting.” “Ah, well, this happened,” “this happened with the women of Chocó,” “it is that this happened with Grasmer.” (National IOM)*

*“Putting these recommendations into practice is being done by these six organizations, which does not mean that it has to be only them because they were the base, but rather that the National Government is aware of the project and replicates it. We did that and are doing it a little with the council of governors from our territorial offices. And at the launch that we invited, let’s say, and we told a little about all the project results, and the Ministry of Labor was there, it was at the public employment service. We invited different entities and organizations that had to do with these issues of empowerment and income generation (...) we did not do more because, let’s say, and we were in the closing phase.” (National IOM)*

**F.5.1.1.** Various actors recognize the value of VISIP’s direct economic stabilization work with victims and clearly recognize economic stability as a fundamental need of victims as a requisite for achieving effective reparation.

*“Income generation is what allows the transition from the assistance that comes in the VL to achieving, guaranteeing, that self-support, that life project in the processes of integral reparation.” (Non-Institutional Actor)*

*“I think that it is necessary, urgent, too important. I go back and say the word urgent, to support the victim population with this kind of project, if USAID could study the possibility that for this region, for this country, it is essential to make a small push that population that wants to get ahead, that at some point had the opportunity to have it, their farms generating cattle, milk.” (Local IOM)*

## CONCLUSIONS

**C.5.1.** The flexibility in VISIP’s pilot intervention model distinguishes it from traditional policy tools, facilitating work with various RPOs while responding to their specific needs and capacities, which were collaboratively defined (F.5.1, F.5.2).

**C.5.2.** There are opportunities to tailor the organizational strengthening model further to respond to the specific needs of specific victim population groups (F.5.2, F.5.3).

**C.5.3.** VISIP’s economic stabilization pilot projects were innovative in various ways, including emphasizing practical learning, peer-to-peer learning, organizational empowerment, and assistance to local governments to support the economic stabilization of victims’ RPOs and their members (F.5.4, F.5.5, F.5.6).

**C.5.4.** Despite providing comprehensive support to strengthen the organizational, technical, commercial, and financial capacities of RPOs, challenges remain regarding increasing their economic opportunities, recognizing that these are limited by contextual economic conditions (F.5.7, F.5.8, F.5.9).

**C.5.5.** The pilot project was successful in systematizing lessons learned. However, there are opportunities to disseminate and transfer these lessons to become effective inputs for the design and implementation of future private and publicly funded interventions, including by donors to support the income generation of victims or other vulnerable rural populations (F.5.10).

**C.5.6.** Despite not being a core component of VISIP, working directly with RPOs to advance the economic stabilization of victims proved to be a successful and necessary focus of the comprehensive reparation process for victims (F.5.11).

## RECOMMENDATIONS

**R.5.1.** Design a step-by-step guideline to implement a comprehensive, participatory, and flexible approach to defining tailored strengthening plans to be carried out jointly with organizations so that interventions are seen as relevant and appropriate by beneficiaries (C.5.1).

**R.5.2.** Design guidelines to systematically incorporate differential approaches into the economic strengthening intervention model, focused on the victim's differential approach (C.5.2).

**R.5.3.** Regarding current and future interventions, define economic indicators and objectives for the organization's production and commercialization performance. The analysis of results and the identification of challenges should iteratively inform efforts to address the economic stabilization of RPOs with victim members (C.5.4, C.5.5).

**R.5.4.** Regarding future interventions, strengthen commercialization support provided to organizations (including supporting and accompanying them to negotiate sales agreements with private actors), as well as access to resources (including accompanying them to request agricultural credit or structure a project to apply to other types of public or private financial support). These efforts should contribute to the sustainability and scaling-up of these interventions (C.5.5, C.5.6).

**R.5.5.** Design a booklet systematizing the methodology for peer-to-peer capacity transfer and disseminate this among key actors that could replicate it for future programs (C.5.4).

**R.5.6.** As part of a focus on generating co-responsibility and empowering organizations as change-makers, include implementing a project that benefits the local community as part of any future program's beneficiary organization's responsibilities. This will help rebuild social relationships in victims' communities (C.5.4).

**R.5.7.** Design a strategy to expand and deepen the dissemination of lessons learned and knowledge management products resulting from economic pilot projects with other USAID programs, other development actors, inter-institutional agencies, and with key public programs focused on rural associations (C.5.5).

**R.5.8.** With regard to future programs aimed at supporting the comprehensive reparations for victims, include an economic stabilization component, recognizing its importance as part of the process of guaranteeing victims' rights, as well as to ensure the sustainability of other reparation measures (C.5.6).

## RESULTS AND LESSONS LEARNED TO IMPROVE ECONOMIC STABILITY OF VICTIMS

*Question 6. What have been the GoC's actions, results, and lessons learned to improve the economic stability of victims? Is there a need for USAID programming in this area? What should be the strategy of this programming?*

### FINDINGS

#### ACTIONS AND RESULTS REGARDING THE INCOME GENERATION OF VICTIMS

**F.6.1** Interviewees consider income generation to be a key mechanism that allows victims to move from receiving assistance to obtaining comprehensive reparations and acquiring the capabilities for self-support.

*"I would say that the rights that must be accompanied in this last stage are the economic and social rights. How good that you and I know our rights, that we know how to access them, that we know this institutional framework. Still, if in real life I don't even have how to finance the basic needs of my family and the members of my organization, well, I'm not going to live on my own (...) So, I think that this click with the generation of economic opportunities is a click that I would say to USAID, do not lose sight of it because I think it is time." (Local IOM)*

*"I would go for the issue of income generation; I believe that, although the other rights are fundamental, they are important, it is necessary to bet on the issue of income generation, so a family becomes autonomous, not depending on humanitarian aid, because if I don't receive humanitarian aid this month, then I don't have a way to feed my children. So having that autonomy in this economic part and this empowerment in this income generation issue is vital for what the law wants, the effective enjoyment of the rights of the victim population and beginning to release them, right?" (Local VU)*

**F.6.2.** There have been advances in stabilizing the economic situation for victims, including increasing the topic's visibility, creating specifically targeted programs, and setting additional entry criteria for victims in income generation programs for vulnerable populations.

*"There has been progress in the implementation of programs such as the protection of the unemployed, the entrepreneurship law, programs such as FEST, Somos Rurales, and efforts to unify instruments such as the characterization tool for profiling people who seek employment." (Expert in income generation, researcher)*

**F.6.3.** Two types of entrepreneurship income generation interventions exist: programs targeted specifically to victims (in particular, internally displaced populations with specific budget allocations) and general income generation programs targeted towards vulnerable persons. In regard to the latter, victims are eligible to access these, in some cases with preferential entry criteria. Multiple experts interviewed agreed that it is preferable to have general policy instruments but incorporate a differential approach for victims in their implementation:

*"I think it is better to work with areas and programs that are already working... and in all these programs serve victims... to say that we are going to develop a program only for victims, it would be the same program with the same attention basically." (Income generation expert, DPS)*



*“I do believe that whoever attends to the victim population, whether rural or urban, has to have another language, as well as the one who attends to indigenous people or Afro-descendants...the person has to have had experience working with victims, to be able to recognize a lot of things in the experiences of victims, of very complex conditions of life.” (Expert income generation, MoC)*

**F.6.4.** In general, income generation programs for vulnerable populations do not incorporate a differential approach for working with victims (e.g., offering or referring beneficiaries to receive psychosocial support related to conflict-derived trauma). As different public officials and third-sector experts interviewed recognize:

*“We have methodologies, guidelines for a differential approach, but to tell you that Mi Negocio does something special for victims? No, it is the same operational pathway.” (Income generation expert, DPS)*

*“In practice, there was no differential approach, which should exist (...) we had psychosocial professionals but aimed at promoting the commercial topic (...) the victim population requires support with a priority emphasis on psychosocial, yes, but for issues of time that is left aside... the guide can capture interesting things, but in practice, they remain in the workshops... and well, it is not an intervention process, but a referral process of those situations that they identify and that put the business unit at risk.” (IOM National)*

The absence of a differential approach contrasts with its relevance:

*“Rehabilitation is a key aspect because there is robust evidence on the incidence of forced displacement on the emotional state of the victims and their performance in the labor market. A Universidad de Los Andes study says that the victims suffer from a greater aversion to risk, hopelessness, and low prospects for social mobility. Trauma hinders socio-emotional skills and is a poverty trap.” (Income Generation Expert, independent, consultant)*

**F.6.5.** Most entrepreneurship income generation support programs for vulnerable populations (including victims) offer a mix of entrepreneurship training, cross-cutting skills training (e.g., leadership, decision-making skills, communication, etc.), and financial incentives to capitalize on existing or new productive projects (both rural and urban).

When revising the existing programs, we found that the intervention unit is the individual and the intervention’s approach is assistance-based. Economic market dynamics orient a few interventions (e.g., the definition of productive projects responding to the local economic context or working systematically with the private sector). Experts interviewed agreed that it is urgent to rethink the target approach, so income generation interventions are not viewed as individual assistance, but rather as territorial interventions aligned with local market dynamics:

*“Increasing the effectiveness of the policy should be sought. One mechanism could be to move from the nuclear (individual or household) to the community (block, village, etc.). Interventions at the community level have more possibilities of results and sustainability to the extent that they contribute to social control, the expansion of coverage, linkages, complementarities, and scalability (...) In a community intervention, well, one cultivates, the other transports, the other sells, and you begin to link those productive chains.” (Income Generation expert, researcher)*

*“Also, the alliances with the private sector on inclusive linkages can be a very important factor of sustainability because when we withdraw, surely the private company will be in the territories and will be able to contribute including in its value chain the entrepreneurs.” (Income Generation Expert, National VU)*

## LESSONS LEARNED REGARDING INCOME GENERATION FOR VICTIMS

**F.6.6** The exact number of victims that have accessed income generation programs is unclear, as is the universe of victims potentially requiring this type of support. Estimates indicate that more than 1.2 million victims have productive projects and thus could require entrepreneurship strengthening. The above is evidence of the limited advance in services coverage, partially as a result of insufficient fiscal resources invested in this kind of interventions. For instance, of the COP 2.3 billion included in the new victims’ Colombian National Council for Economic and Social Policy, income generation represents only 1.6 percent of total public resources. Furthermore, data reported on victims’ access to income generation programs differs by source and is not unified by all programs or periods.

**TABLE 5: ESTIMATED NUMBER OF VICTIMS WITH ACCESS TO INCOME GENERATION PROGRAMS**

| NUMBER    | AREA                   |
|-----------|------------------------|
| 3.300.000 | Labor skills formation |
| 255.000   | Entrepreneurship       |
| 522.000   | Labor engagement       |

SOURCE: 8<sup>TH</sup> REPORT – VL FOLLOW-UP COMMISSION. AGGREGATES 2017-2021

According to the Attorney General’s Office follow-up reports on the VL, between 2018 and 2020, the VU reported that, on average, 40,000 victims have accessed entrepreneurship programs each year, with two-thirds being women. While the access of female victims to income generation programs has advanced, and in many programs, women constitute the majority of beneficiaries, access barriers persist, including having time to access programs, care responsibilities, and the opportunity cost of receiving other income.

DPS program data reports 90,000 victims accessed income generation support between 2015 and 2021, with yearly numbers decreasing in the last years.

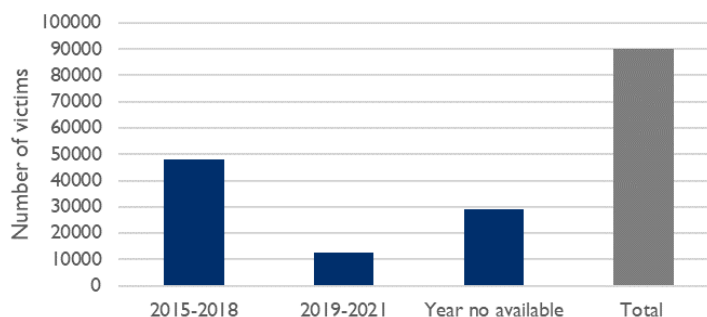


Exhibit 29. Number of victims of forced displacement that have accessed the line of entrepreneurship and strengthening (DPS programs), 2015-2021.

SOURCE: DPS

**F.6.7.** Victims can access at least 17 income generation programs from at least eight public agencies. This ample supply of programs is not organized following an ordered-systematic services protocol (i.e., having an intervention model tailored to different capabilities and necessities of RPOs that orient each towards specific programs). Furthermore, as argued by the interviewed experts, there are no general guidelines for targeting programs, and the information on victims' economic necessities and access to programs is not integrated.

*"No one has been the single gateway for projects. As there is no single gateway, each one takes the victim they want to attend to in the way they want. So, victims do not know what projects they can access and which they cannot. The second thing, the offer comes to the victim like a drop from the sky, that is, we take a list, one day the victim is sitting at home and receives a call, and they say, 'Hey go to a training.'" (Income Generation Expert, independent consultant)*

*"And everyone spends money, that is not efficient, making characterizations. I think that this is one of the great challenges, and it is one of how you manage to share that information to see if, for example, you are spending the same amount with the same association from the Ministry of Agriculture, from the DPS and from the Ministry of Commerce, which can also happen." (Expert income generation, Ministry of Commerce)*

**F.6.8.** The institutional arrangement for victims' income generation remains weak.<sup>63</sup> The definition of roles and leadership has changed over time and is unclear. Furthermore, despite coordination spaces, effective integration and communication remain limited, as clearly reported by interviewees.

*"There has not been someone to organize the house (...) years pass by, and more institutions are doing more things, and that does a lot of damage because there is no one responsible. So, the VU does entrepreneurship support, the DPS does entrepreneurship support, SENA does entrepreneurship support, the [Ministry of Commerce] does entrepreneurship support, and the Ministry of Work supports entrepreneurship. So, everyone does things, and each one does it as they want (...) The downside is a disparity in the programs, so income generation programs offer you COP 7 million seed capital, and others offer you a million. That is very serious, it is very bad for policy, for development, to establish learning, to standardize programs, strategies." (Income generation Expert)*

The leadership of income generation for victims has transitioned from the DNP to the Ministry of Work to the DPS, while the role of the VU has remained unclear. The VU recently created the strategic strengthening of the entrepreneurship group, but there is no clarity on its role, and it is a small group with limited capabilities to respond to the coordination and leadership challenges that persist.

Weak coordination is evident both within the national government and between the national and local governments.

*"Since there is no coordination, it is a disaster, each one focuses on the one they want to attend, and nobody tells the other that they are focusing on that one. So, there are victims who could have easily received five income generation projects while there are victims who did not receive anything because we continue to have many targeting problems." (Expert income generation)*

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<sup>63</sup> Meaning the actors, roles, coordination mechanisms.

**F.6.9.** The coordination of income generation strategies with other key reparation actions for victims is limited. For instance, there is no systematic link between economic compensation and entrepreneurial support:

*“The lack of coherence between the reparation measures leads to the transforming principle and the internal coherence of the VL not being fulfilled.”* (Income Generation Expert, independent consultant)

Additionally, other reparation measures, such as economic compensation, are not used as local economic development strategies despite their potential:

*“There is a colleague who received a small economic compensation; he opened an Internet room, generating, I think, six jobs—imagine if everyone could do that.”* (Victims’ participation roundtable)

**F.6.10.** The impact of victims’ access to income generation programs is unclear, as few impact evaluations have been carried out:

*“As far as I know, when I last knew, three years ago, there had not been a serious evaluation of programs, much less of policies because it is costly, because it is very complicated and because nobody knows if they are going to turn out well or not, so nobody wants to be evaluated.”* (Expert income generation, researcher)

Furthermore, most programs do not collect follow-up information to identify results on income generation or their sustainability:

*“The programs do not incorporate a robust monitoring scheme that uses baseline and follow-up instruments to assess the effectiveness of the programs in terms of change in household income.”* (Income Generation Expert, independent consultant)

*“At DPS, we try to follow up, but it is a titanic task, this costs a lot, it is time, it is resources.”* (Income generation expert, DPS)

As the new victims’ Colombian National Council for Economic and Social Policy concludes:

*“Due to lack of information, it has not been possible to measure the Overcoming of the Vulnerability Situation (index) of a victim, in the right to food in 1,862,254 victims, and in income generation in 2,931,727 victims, which makes it difficult for the State to plan (technically and budgetarily), focus and intervene and thus advance in the guarantee and reestablishment of the rights of the assistance component.”*

There is, however, clarity regarding challenges for reducing the persistently high incidence of poverty among victims.

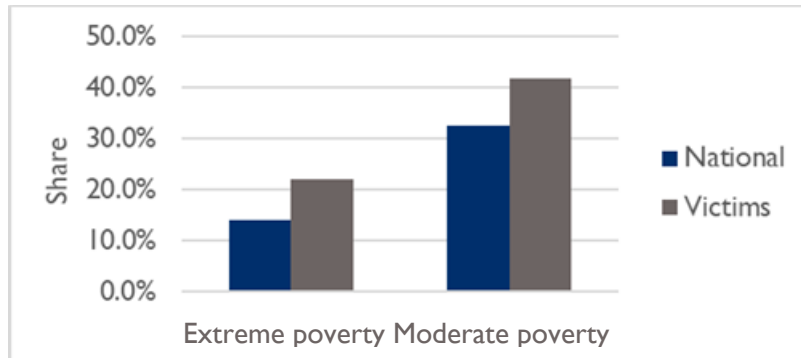


Exhibit 30. Proportion of victims' households in poverty using SISBEN IV proxy estimates.  
SOURCE: EVALUATION TEAM BASED ON SISBEN IV.

**F.6.11.** Weaknesses in program design limit the potential impact that accessing income generation programs can have for victims. In particular, awareness dissemination strategies are weak:

*“The victims do not find out about the program, there is an information gap that must be closed in some way.”* (Income generation expert, Ministry of Commerce)

Furthermore, financial investments are granted at the end of the program, and the period of intervention remains too short:

*“The sustainability of the ventures does not occur because they are short projects of less than six months, which are prepared in two months and executed in four, and therefore there is no possibility of support in the most strategic moments of the programs.”* (Income Generation expert, researcher)

*“The evidence suggesting that for these prolonged support interventions more than a year is required, that is recommended by the 2013 Income Generation Expert Mission.”* (Income generation expert, independent consultant)

**F.6.12** The potential impact and sustainability of income-generating programs are further limited by contextual barriers, including structural problems with commercializing products, the low educational levels of victims, obstacles to access credit, the weakness of rural associativity, and the persisting issues of insecurity.

*“Factors of security, access, being able to market what is produced, quality certificates also come into play.”* (IOM National)

*“The difficult security situation does not allow the communities to carry out their activities in the best way, because they are always aware that, if there is a confrontation, that if x or y situation happened. And the other issue is illicit crops (...) give them more guarantee than what is legal. Unfortunately, that is still seen in the territories, and it is how this false economy is managed in our municipalities.”* (Local ART)

**F.6.13.** The public supply of programs that support entrepreneurship is larger than the number of programs that support employability services for victims. Both options of interventions are supplementary rather than complementary, as a victim typically requires different abilities to access each. Moreover, employment opportunities are not available everywhere and are particularly scarce in small and rural municipalities, where the labor market is limited in size (low number of enterprises) and diversity, and where services for skills development are scarce.

*“Let’s say they are two different lines, and they are two lines that, in my opinion, are mutually exclusive; either you go for employability, or you go for entrepreneurship; you cannot go for both because you need very different skills. Entrepreneurship is the one that should take 70 or 80 percent of the population for a skills issue because the skills of this population for employability are low.” (Income generation expert, researcher)*

## **EMPLOYABILITY**

**F.6.14.** Programs focused on improving employability and the mechanisms through which these programs operate do not have clearly defined routes, nor are they sufficiently known by people, especially in small municipalities and rural areas. This leads to limitations in access to the programs. An example is ICETEX’s credits for higher education and SENA’s training offer.

*“Most of the people from the municipalities, from the veredas, do not know that ICETEX has a subsidy for them and that this loan is forgivable. So, their children, the majority, are left without studying because they do not have the economic capacity... The SENA even goes to places they do not know. No, what happens is that I go to the SENA, and I took the exam and did not pass, but some courses allow you to open the way to the SENA. So suddenly it’s not because they don’t know, but because they don’t know how the system works.” (PAPSIVI implementer)*

As the Eighth Report (2020 – 2021) of the Commission for Follow-up and Monitoring of Compliance with the VL concludes regarding job placement support, the means of disseminating information are unclear and access barriers exist.

**F.6.15.** The challenge of employability for vulnerable populations, including victims, is to achieve effective job placement. This is possible when there is a match between what a company requires and the job seeker’s profile, needs, and expectations, which can close the gap between labor demand and supply.

To this end, the labor intermediation process requires including services for the company, the intermediation service provider, and the job seeker. In addition, it should guarantee quality services to the actors involved (e.g., profiling, orientation, business management) on the part of the providers.

*“The problem is not being or not being a victim, the problem is knowing how to make the connection between the interest of the company and the interest of the job seeker. (...) If the person comes to the company to fulfill what the company needs, it is perfect, but also obviously meeting the person’s expectations.” (National Public Employment Service)*

*“First, imagine you put a person who does not have the skills to carry out selection processes, [how to interview, how to carry out a selection process] ... Imagine that I sent to the company someone who does not know how to do the job. You end up affecting the company: the provider loses credibility, the person looking for work loses credibility, and the company becomes disenchanted. So, there is the issue of trust ... trust from all parties.” (National Public Employment Service)*

**F.6.16.** The availability of strategic information in each employability pathway and at each step (registration, orientation, capacity building, and employment management) is crucial in guiding actions, as are incentives for victims.

To this end, it is essential to include topics ranging from macroeconomic issues, such as sector performance and economic prospective, to general information on training opportunities and micro information, such as the details of each vacancy and the training requirements of each job seeker.

*“We insist on continuing with the same employment generation models of productive projects and education for work, for jobs that will disappear or have already disappeared, but we don’t want to realize it.”*  
(Ombudsman’s office)

*“To say something, the private sector, the sugar cane mills, which are the ones we have in the area, generate the most employment in the territory, right? ... I don’t know if there isn’t a public policy that says: Most of the companies that generate employment for the victim population of the PDET municipalities will have an exemption in something ... Yes, that could guarantee that the levels of employability for the victims could grow.”* (Local ART)

**F.6.17.** The implementation and potential results of employment generation programs are complex, and they depend on contextual factors such as the characteristics of local economic activities, which in rural areas do not correspond to current understandings and regulations on employment. For example, in rural areas, employment characteristics are determined by production logic: number of harvests per year, duration of the harvests, type of production, schedules of activities, etc. These aspects are not always considered.

*“How many rural employability projects have there been in the last ten years? I think none, nobody wants to take that hot potato, nobody.”* (Employability Expert)

*“The issue of employment in rural areas, (..) it is not very well regulated (...) “[the] rural labor issue, it is not the same as in the cities. They work at different times, in different months, you have different cycles, and there is no formalization as such.”* (National ART)

## CONCLUSIONS

**C.6.1** Considering the importance of income generation to advance the comprehensive reparations for victims, and despite some advances in the provision of programs to support the economic stabilization of victims as a result of the VL, there is no formal public policy guiding the design, implementation, or coordination of such interventions (F.6.1, F.6.2, F.6.3).

**C.6.2** Similar support is offered by both income-generating programs for victims and overall programs for vulnerable populations that victims can access. This consists of training and financial support, following an individual assistance-based approach and with no distinct approach to working with victims (F.6.4, F.6.5, F.6.6).

**C.6.3.** The number of victims that have accessed income-generating programs is unclear and is limited compared to the universe of victims potentially requiring this support, which is a critical component for achieving the comprehensive and sustained reparations for victims (F.6.6).

**C.6.4.** Victims have accessed a variety of public programs. However, the ample supply of programs is not structured following a comprehensive services protocol. There are no defined coordination mechanisms or guidelines for targeting or implementing the different interventions or linking these with



other victim reparations measures. This is due to the persistence of an unclear institutional arrangement and leadership role within the GoC to orient interventions supporting victims' income generation (F.6.7, F.6.8, F.6.9).

**C.6.5.** The impact and sustainability of results from victims' access to income-generating programs remain unclear. This is partly due to limitations in measurement, follow-up, and evaluations, and also due to limitations in program design, including the short duration of interventions and the limited financial resources offered to beneficiaries. In addition, contextual barriers such as the bad quality of infrastructure, the persistence of insecurity, and the limited development and access to local markets also constrain potential impacts (F.6.10, F.6.11, F.6.12, F.6.13).

**C.6.6.** Interventions to support the employability of vulnerable populations, including the victim population, are supplementary to entrepreneurship interventions, given the differences in skills that beneficiaries typically require for accessing each. However, there are challenges in supporting employability in rural areas where the supply of employment is low, job training and qualification of victims are restricted, and dissemination and access barriers persist (F.6.14, F.6.15).

**C.6.7.** Labor intermediation programs that are holistic and provide quality services, support different parts of employment pathways, and adapt to local contexts are more likely to result in job placement. However, these requirements are demanding from a technical and operational perspective, costly, and require prolonged support to achieve effective and sustained job placement (F.6.16, F.6.17, F.6.18).

## RECOMMENDATIONS

**R.6.1** Design a conceptual and operative methodology to incorporate a differential approach for victims into income-generating programs (C.6.2).

**R.6.2** Support and strengthen the design of victims' income-generating programs with local development interventions, specializing in PDETs and working jointly with local governments. This is a strategy to transition from individual assistance-based entrepreneurship approaches to interventions incorporating a territorial and market-oriented approach that can scale up the potential of results (C.6.2).

**R.6.3** Support the design and implementation of an income generation pathway that targets victims. This pathway would integrate various existing programs depending on their specific characteristics and the type of beneficiary targeted. In addition, this provides a viable means to socialize the existing public supply of programs for victims, reducing access barriers related to information (C.6.3).

**R.6.4** Support the integration of the characterization data of victims' economic conditions and those on their productive projects into a single information system (C.6.3).

**R.6.5** Support the GoC in designing and implementing a strategy to clarify and optimize the institutional arrangement for vulnerable populations' income generation, including for victims (C.6.3).

**R.6.6** Conduct an analysis of the possibility of designing income-generating programs following payment-by-results (*pago por resultados*) schemes and piloting this with victim beneficiaries (C.6.4).



**R.6.7** Carry out an analysis of existing follow-up indicators regarding victims' economic vulnerability as well as of income-generating program follow-up indicators, to identify relevant adjustments to be made (C.6.4).

**R.6.8** Support the design and implementation of a strategy to strengthen the marketing component of income-generating programs supporting victims so that training and funding is provided to support market demand for activities. This is crucial in ensuring the sustainability and scalability of results (C.6.4).

**R.6.9.** Support the design and implementation of interventions incorporating employability skill strengthening for vulnerable populations (including victims) with specific strategies for rural contexts and innovative and broad dissemination channels (C.6.5).

**R.6.10.** Support the design and implementation of standardized labor intermediation programs based on results and evidence to close gaps and achieve effective job placement (C.6.6).

## **RESULTS AND LESSONS LEARNED IN THE SUPPORT OF THE PEACE ACCORD IMPLEMENTATION**

*Question 7. What were the main results and lessons learned from the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on the Peace Accord victim's interventions?*

### **FINDINGS**

#### **RESULTS AND LESSONS LEARNED**

**F.7.1.** VISP was designed to support the implementation of policies aimed at providing victims with comprehensive assistance and reparations under the content and scope of the VL. Subsequently, actions to support the implementation of the Peace Accord and the Comprehensive System for Peace (SIP) were added to the program. This was possible due to a thematic connection with the objective of the VL (the comprehensive reparations for the victims of the conflict) and the fact that the Peace Accord had a chapter on victims and the other chapters are related to marginalized population groups to which many victims belong (ethnic minorities, women, LGBTQI+). As stated in the evaluation statement of work, the rationale for the extension was to take advantage of the unique window of opportunity for peacebuilding in a post-conflict Colombia, where victims will continue to play an essential role.

**F.7.2.** Within the framework of the Peace Accord, the SIP was designed as an exceptional transitional justice scheme, with a temporary duration and a macro approach, which seeks to respond to victims' rights to justice, truth, reparation, and non-repetition as a means to generate national reconciliation. As stated in the Peace Accord text, "*the success of the System depends on the widest acceptance in society. The system's integrity contributes to laying the foundations for the recovery of trust, coexistence in a peace-building scenario, and true reconciliation among all Colombians.*"

**F.7.3.** The objectives related to implementing the Peace Accords were added to VISP when the program was already ongoing, thus producing results following an established conceptual and operational logic. New projects and work areas were introduced to the ongoing program.

As Exhibit 31 reflects, while VISIP's first phase focused on activities including differential approaches, historical memory, and decentralization, in the second phase, access to truth and humanitarian search activities gained relevance:

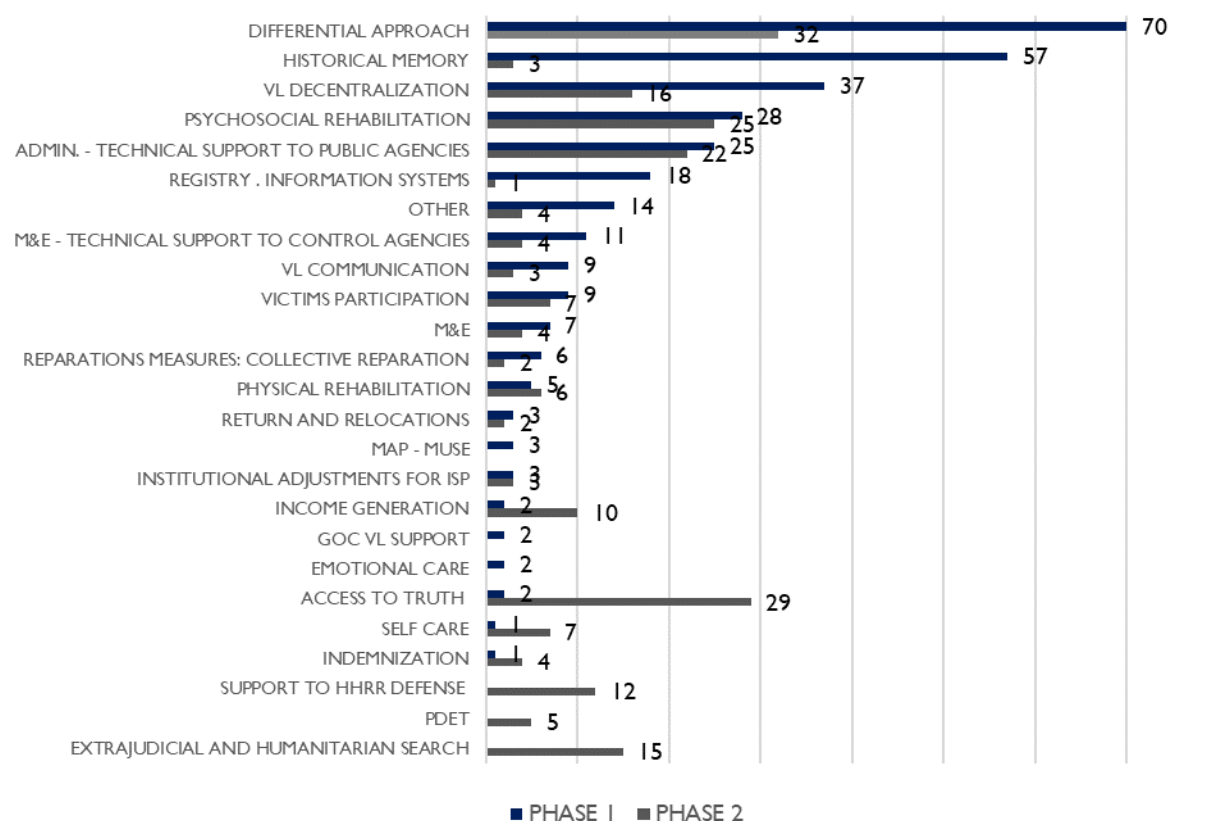


Exhibit 31. Number of VISIP projects by analytical dimension and phase.

SOURCE: VISIP

With regard to the distribution of VISIP's resources, during the program's first phase, the highest proportion of resources was targeted at tasks related to the victim's registry and information systems. By contrast, the second phase applied the greatest proportion of resources to projects facilitating access to truth.

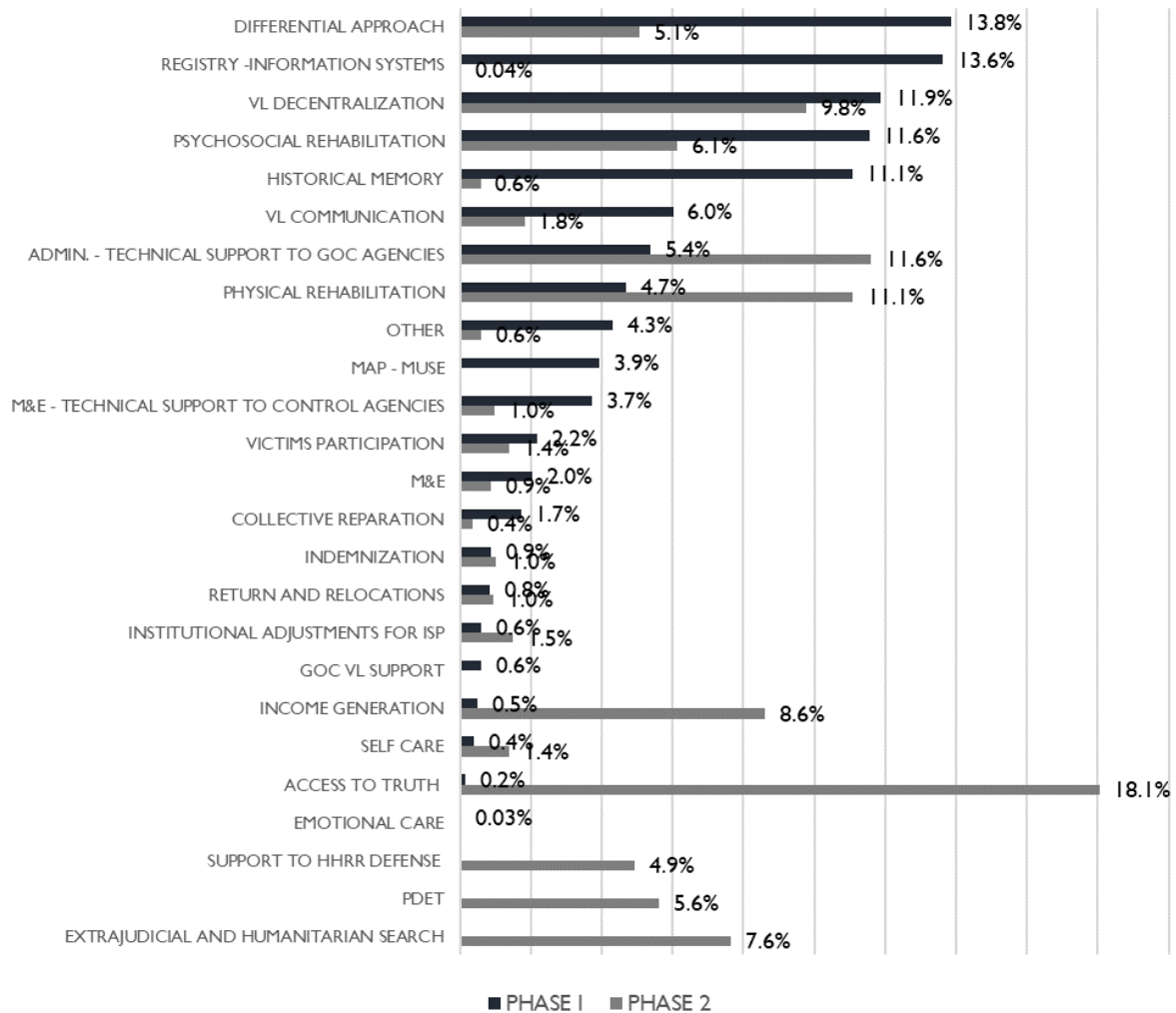


Exhibit 32. VISIP's Budget proportion invested by analytical dimension and VISIP phase.

SOURCE: VISIP

Comparing program operations between the two phases, we found that more projects and resources were executed during VISIP's first phase.

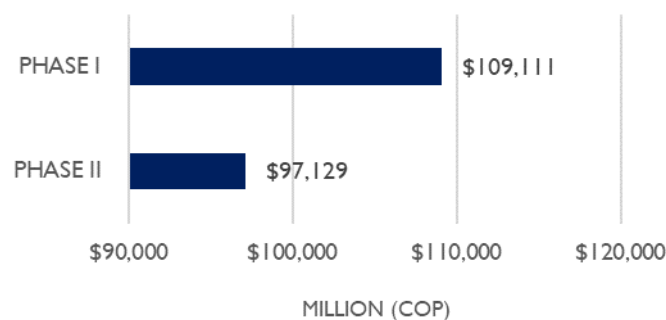


Exhibit 33. VISIP's Budget invested by VISIP phase.

SOURCE: VISIP

**F.7.4.** VISP met targets for indicators measuring results in strengthening the implementation of the Peace Accord with regard to topics related to victims. For example, according to the AMELP, VISP's 53 actions complementing the GOC's actions towards the implementation of the Peace Accord were achieved, and the number of victims participating in spaces established by the SIP reached 5,900.

**F.7.5.** VISP supported actions for increasing access to the truth at the local level. Specifically, support was provided to collect testimonials, carry out collective testimonial events, and local truth houses.<sup>64</sup>

The data shows that the number of truth houses increased from 5 in 2018 to 17 in 2020. Of the 29 truth houses, seven are located in VISP-supported municipalities. Furthermore, some of VISP's actions reached truth houses in non-targeted municipalities. Regarding the number of CEV testimonial events, we find a greater coverage per 1,000 victims in non-VISP departments.

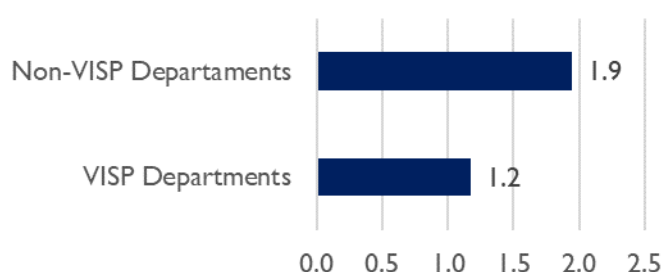


Exhibit 34. Number of Truth Commission testimonial events per 1,000 victims. VISP and Non-VISP Departments, 2019 -2021.  
SOURCE: CEV

**F.7.6.** VISP adapted to support the implementation of the Peace Accord in the territories by modifying its geographic targeting to incorporate PDET municipalities, especially in those where there were Territorial Spaces for Training and Reincorporation (ETCRs).<sup>65</sup> This was important to advance the implementation of the VL in coordination with PDET projects. As highlighted by the VU:

*“(...) I believe there is a significant issue: how the transitional institutional framework has been coordinated around the PDETs and the IOM program. This has helped us not only methodologically but also operationally. For example, last year’s project where we implemented measures of the PDETs, including collective reparation and return plans.” (National VU)*

**F.7.7.** VISP supported the Search Unit for Disappeared Persons (UBPD) and the CEV in designing and implementing actions to improve their organizational culture, among which emotional care practices for national officials and territorial teams stand out. As one interviewee said:

*“We were also involved in the entire construction of a care tools booklet for the equipment, which coincided with the pandemic, so, well, we are still there, as in that distribution, but it was much easier than it was*

<sup>64</sup> Truth Houses are political and social spaces that are part of the Truth Commission's territorial deployment strategy. Any citizen can access these to learn about the work of the Commission, provide testimony that contribute to the clarification and construction of the commission's final report and receive information related to the SIP.

<sup>65</sup> In this sense, a VISP report mentioned that the program has continued to support GoC entities given their need to carry out adjustments to existing policies like the VL, structuring new entities like the Special Unit to Search for Disappeared Persons, and novel development programs like the PDETs. VISP Report, Year 6 / 2017.

virtual, and that helped in times of that of the pandemic (...) That is, therefore, a fairly good indicator when you start by positioning the issue of care within the teams.” (CEV)

## CHALLENGES

**F.7.8.** Key informants provided limited clarity with respect to VISP’s support to the SIP, the coordination between the SIP institutions, and the coordination between the SIP and the SNARIV. As recognized by various actors interviewed:

*“I think there is still a challenge, and it is how to coordinate the implementation of the VL with the Peace Accord. There is a gap on two issues: on the one hand with the SIP, and specifically with the JEP, around reparation measures proposed by the victimizers to the victims; and on the other hand, with the Final Agreement’s victims accord, as to collective reparation with a territorial approach. These are points that establish a bridge between the VL and the Final Agreement.” (IOM National)*

Regarding the support provided by VISP to the SIP institutions, as shown in the following exhibit, in general, key informants mentioned more strengths regarding the advances of the CEV and more challenges related to the JEP and the Search Unit for Disappeared Persons. They also evidence a greater influence of external factors on implementing PDETs.

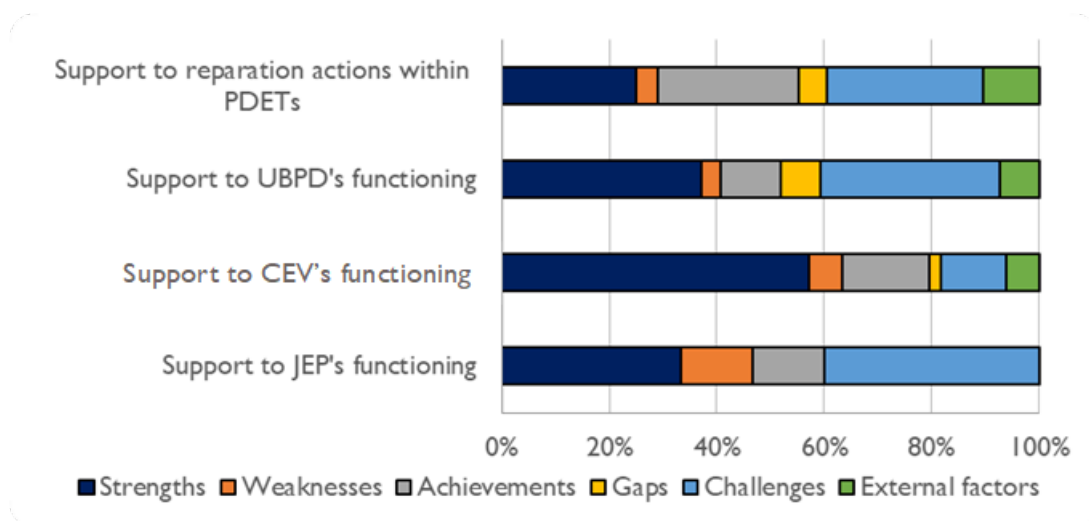


Exhibit 35. Identification of strengths and challenges regarding the support to the SIP.

SOURCE: MEL ACTIVITY

**F.7.9.** Local actors (local governments, victims, and victim’s organizations) have a restricted understanding of the SIP and, therefore, how the Program has supported the implementation of such a system at the local level. This is explained, in part, because the actions carried out by the SIP have greater recognition and impact at the national level than at the territorial level.<sup>66</sup>

<sup>66</sup> In accordance with a VISP Report, the program’s operations were affected by doubts among authorities, the general population, and ex-combatants in transitional zone municipalities about advances in the concentration, disarmament, and reintegration process. See VISP Report, Year 6 / 2017.

*“Through the institutional scheme created with the Peace Accords, victims’ needs were alleviated emotionally and materially. Yet there was also a huge challenge: for the victims to know what each one was for.” (Local IOM)*

*“The support granted by the institutions from the SIP has been very little. Maybe in other places, but not here.” (Local Entrelazando Program)*

**F.7.10.** Within the framework of the Peace Accord, and while VISIP facilitated the participation of victims in developing the PDETs and through CEV testimonials, the effectiveness of participation mechanisms within the Peace Accord was affected by external factors.

Data from the VL survey reflects improved participation outcomes in VISIP-supported municipalities. For instance, in 2021, the self-reported access to CEV initiatives was higher (3.6 percent) compared to non-supported municipalities (2.7 percent). Regarding participation in the development of PDETs, an interviewee mentioned:

*“(…) here in the PDET, the participation was extensive; not only did the leaders of the community action board participate, but suddenly other hidden leaders also came out, and today they are in the main groups. So, the training worked; we were offered to be part of the leading groups, which are also made up of groups of victims, women, young people, and ethnic groups. This was achieved with the IOM.” (Local Government)*

Regarding victims’ participation in the Congress’ peace seats, interviewees report effective participation was limited due to the ongoing insecurity in the territories and due to challenges in the government’s involvement in the process:

*“The National Government did not comply with the peace seats since the allocation of resources for the leaders to visit the territories was not done on time. I think it was essential that the National Government and the Registrar’s Office had deposited the resources to the representatives who were going to participate.” (Victims’ participation roundtable)*

**F.7.11.** Several of the processes and projects related to VISIP’s support for the implementation of the Peace Accord could not evolve to their full potential due to a lack of time or human resources, especially in the case of the JEP, for which VISIP’s support could only begin in the last year of the program<sup>67</sup>.

*“In the case of JEP, there is a constant need to count on strong and numerous teams, people who can help with analyzing and systematizing data, contrasting voluntary versions, constructing restorative sanction proposals, and so on. These needs are still very latent since public resources are insufficient to cover them. JEP manages around 1,000 employees, but they still need more people.” (National IOM)*

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<sup>67</sup> When USAID guidelines allowed for it.

**F.7.12.** VISP progressively carried out actions to guarantee the defense of human rights in the territory and achieved relevant outcomes from the perspective of self-protection and prevention measures.<sup>68</sup>

*“I believe that we must continue working, seeking institutional strengthening as to the support and guarantee of the rights of the victims. For example, the local authorities say: “I do not have the resources to protect a victim by taking her out of the zone,” when threats to social leaders and human rights defenders have been produced. The risk is not only for her but for her family, so sometimes although we manage to get the resources to do it, the family keeps being exposed.” (Local Ombudsman’s Office)*

*“IOM has trained social organizations and leaders to improve participation with protection measures because leaders are being threatened. So, they coordinate with the authorities to deal with these issues.” (Victims’ participation roundtables)*

## CONCLUSIONS

**C.7.1.** VISP was designed to support the institutional response by providing victims with comprehensive assistance and reparations. Although there is a link between this and the content and scope of the Colombian transitional justice project, the implementation of the Peace Accord is based on achieving structural transformations to working through an exceptional and temporary institutional arrangement (JEP, CEV, UBPD). This requires a dynamic and concrete support scheme outside of the VL (F.7.1, F.7.2, F.7.3).

**C.7.2.** The emotional care support that VISP promoted within the SIP agencies helped to highlight agencies’ positive impact on the results and performance of officials within the respective organizations (F.7.7).

**C.7.3** The territorial reconfiguration of VISP in the PDET municipalities was relevant because the actions to provide victims comprehensive assistance and reparations facilitate the subsequent development of the components of the Peace Accord (F.7.6).

**C.7.4** VISP’s support for implementing the Peace Accords focused on a series of specific institutional strengthening actions that were fulfilled. However, complex social issues typical of long-term processes and requiring a macro-level approach, such as the promotion of coexistence and social dialogue, in some cases lacked time to be completely and effectively implemented (F.7.10).

**C.7.5** At the local level, actors have limited clarity regarding the scope of the support provided by the program to the implementation of the Peace Accord, as well with regard to how actors involved in the Colombian transitional justice system interact and coordinate (F.7.9).

**C.7.6.** While the program supported victims’ participation in the SIP, the achieved scope of this participation in the system was not always sufficient in meeting victims’ expectations in this regard (F.7.10, F.7.11).

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<sup>68</sup> According to IOM data, while there was no investment to support human rights defenders during the first phase, during the program’s second phase, 4.9 percent of VISP resources were invested in 12 related projects.

## RECOMMENDATIONS

**R.7.1.** Develop a strategy to continue integrating victims' comprehensive services and reparation processes (associated with the VL) in a harmonious and complementary way, with justice, truth, humanitarian search, and rural development (typical of the Peace Accord), contributing to the generation of conditions of peace and coexistence towards national reconciliation (C.7.1, C.7.2).

**R.7.2.** Develop strategic communication strategies so that the institutional and non-institutional actors with whom USAID works, especially in the territories, gain comprehensive knowledge of the content and the scope of the Agency's support to the institutional response to victims' rights (C.7.3).

**R.7.3.** With regard to future support, to the extent that the effectiveness of the transitional institutional support has great potential in PDET municipalities, maintain focus on comprehensive assistance and reparation actions in these areas (C.7.4).

**R.7.4.** With regard to future support, consider the specifics of the Peace Accord regarding the temporary and exceptional nature of its institutions and mechanisms (C.7.5).

**R.7.5.** Support the GoC in developing and strengthening participation mechanisms so that victims can influence the design, revision, implementation, and evaluation of activities that strengthen the Colombian transitional justice system (C.7.6).

**R.7.6** Support the GoC in the design and implementation of emotional care actions that various SIP and other GoC agencies have begun to implement through their national and territorial teams, recognizing the direct impact that these have on the performance of officials and the quality of care for victims (C.7.7).

## CHALLENGES AND ENGAGEMENT OF STAKEHOLDERS

*Question 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISIP results? What are the recommended improvements to future programming?*

## FINDINGS

### WORKING WITH GOC INSTITUTIONS

**F.8.1** VISIP was committed to the systematic coordination of the work and particular needs of the GoC at the national and local levels. During its implementation, the program made an effort to define its support consistently and strengthen actions according to the GoC's processes and needs to maximize ownership of results as well as sustainability. This required constant dialogue with the government entities, enabling VISIP to understand their specific functions, objectives, internal dynamics, and timing so that the project could provide valuable support.

*"It is important to know the objectives of each program or institution to know their work plans or actions for each year. This is essential because, in many lines of the institutional strengthening program, it is also possible to contribute to those lines of work of each institution. For example, we know that some institutions are diligent and have annual work plans. Some even sit with us and share with us those lines of work. This is how one looks for the strengthening project to contribute to their lines of work." (Local IOM)*



Although VISIP's flexibility and response to the GoC's priorities is one of the program's strengths, some interviewees pointed out that this also implies some challenges as the program's agenda was strongly defined by institutional demand and was constrained by government decisions. As such, these determine the extent to which development agencies can intervene in strategic actions or define strategic areas of work.<sup>69</sup>

*"There is an issue of roles here, of being cooperative, but sometimes I also feel that there is a lot of complaisance with the entities. So sometimes, it is frustrating. It is not just a money issue; you are putting your head, heart, and everything you have into it to generate processes with some institutions, and then sometimes the institution does not respond in the same way [...]. So, I understand the role we have, but sometimes there is that feeling of impotence, of wanting to be a little more honest from a technical point of view, like: 'I don't agree, I don't think so, you are making us waste money and time.'" (IOM National)*

**F.8.2** VISIP's coordination with the Public Ministry was significant in advancing victims' participation mechanisms and carrying out follow-up to the VL. At the national and local levels, working with the national and regional Ombudsman Offices and the municipal Ombudsperson, contributed to building better tools for monitoring the implementation of the VL.

*"I believe that everything starts from there: recognizing that the Public Ministry plays an important role in public policy, not only at the territorial level but also at the national level, and that, as an important actor, we can take it into account, not only in the construction of the diagnosis but also in the construction of the lines and strategies that we are going to implement in each local government." (IOM National)*

**F.8.3** The program found an important ally in the VU in regard to strengthening public policy related to victims. This agency coordinates the national public services for victims and its territorial deployment by working with local governments and victims' representatives across different regions.

*"Yes, the VU is essential. As coordinator of the system, I think it was our natural partner all along because the main task of materializing the policy in the territories is anchored there." (Local IOM)*

## **WORKING WITH NON-INSTITUTIONAL ACTORS**

**F.8.4** VISIP positioned itself as a key ally for the victim population. Although the program emphasized working with the GoC, all non-institutional actors report that IOM became a key ally for their organizational and leadership processes. In particular, VISIP was impactful by empowering and working collaboratively with victims' participation roundtables, supporting them to acquire social dialogue, conflict resolution, project formulation, and public policy knowledge and abilities to strengthen their political incidence, as well as their impact on communities. This was a general appreciation of the victims interviewed:

*"In the psychosocial aspect, it (VISIP) helped us overcome many barriers that we, due to the conditions of victims or the effects of the conflict, were incapable of influencing. They gave us some tools; they gave us strategies. With those tools and strategies, we were able to develop our advocacy as leaders, intervening in transitional justice committees, intervening at the departmental or regional levels (...) that also helped us*

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<sup>69</sup> Two examples include potentially having carried out more work regarding economic compensations or having continued to work strongly to support historical memory.

*grow as individuals.” (Municipal Victims’ Roundtable)*

However, interviewees noted that, in the future, USAID programs working to strengthen the victims’ public policy should emphasize working directly with the victim population, going beyond victims’ participation roundtables, and reaching victims’ organizations systematically.

*“I think that something that could work a little more, and not because it hasn’t happened in the program, [...] it is to continue the work of strengthening organizations as well [...] working with organizations and communities. Because I feel that if you strengthen an institution but do not strengthen its beneficiary, you are not generating such a great impact. Because for something to work, you need both the interlocutor and the beneficiary to be strengthened, so they are talking about the same thing in the same terms.” (IOM National)*

**F.8.5** VISIP established strategic alliances with other USAID programs and development agencies to strengthen the program’s interventions. This proved helpful for extending the scope of the program’s interventions by linking actions while preventing the duplication of efforts. In addition, this contributed to resource optimization and maintained good relationships with key actors.

*“We call that team the Local Cooperation Team. The fundamental thing about these meetings is to know who [...] does what and where. It is fundamental, and this work is also done with the institutions because the work we do is with the institutions, hand in hand with them. So, through this space, we make ourselves known: who we are, what we do, and who we do it with, right? So, this, in the first place, not to duplicate actions.” (Local IOM)*

**F.8.6** Though interviews included limited mention of the role of private sector actors in the program, some respondents recognized that private actors were important in implementing specific actions. For instance, interviewees with local hospitals pointed out that EPS is relevant for the sustainability of the physical rehabilitation services strengthened by VISIP, such as establishing contracts that enable hospitals to receive income to maintain the services. Interviewees also consider that income generation programs are relevant for linking rural producer organizations and private actors to commercialize products and generate employment.

*“For example, in Cauca, with a municipality that has some very interesting agricultural projects [...] we made that diagnosis, and within the search, in the mapping of actors that we carry out, we found that (the commercial opportunity) exists on the part of the private sector. That happened to us in Valle del Cauca with the Hass avocado and hot pepper. So, there was a multinational company that imported avocados into Mexico. [...] So, the short answer would be, all the actors contribute to the socioeconomic development of the area.” (National IOM)*

**F.8.7** Academic actors played an important role in advancing program activities. Specifically, regional universities and research institutions were relevant for developing interventions, including developing strategies and protocols for strengthening institutional capacity to implement the victims’ public policy. They also played an essential role in researching topics around psychosocial rehabilitation, historical memory, and truth-seeking to contribute to the SIP’s work:

*“This institute (ICP) has been an expert in research topics for many years. For example, we worked with them on investigating the recruitment and use of girls and boys in the armed conflict by the FARC. It was work carried out over ten months last year that allowed 1,050 interviews to be conducted throughout the*

*country with victims of forced recruitment as minors.” (IOM National)*

## **COORDINATING ACTORS**

**F.8.8** In addition to the individual communication channels between actors, VISP created multi-actor communication opportunities at the national and local levels. Public agencies, civil society organizations, victims’ representatives, and academic institutions conducted social dialogue and decision-making. In addition, these opportunities allowed joint efforts around strategic topics on the victims’ public policy agenda, including human rights defense, humanitarian response, and psychosocial rehabilitation measures:

*“A committee was formed to monitor the implementation of PAPSIVI permanently. Who attended that committee? The public health manager attended his delegate, the director of human rights of the departmental government, the University of San Buenaventura, and IOM. Those were the four partners, and we were eventually accompanied by someone from the MoH.” (Local IOM)*

**F.8.9** Through VISP’s implementation, IOM and USAID established trusting relationships with both public institutions and the victim population. Interviewees made it clear that the program positioned itself as an indispensable partner in the territories, gaining the trust of different actors and acting as a bridge of communication between them. In this sense, IOM became an intermediary third party capable of articulating work between different sectors.

IOM and USAID are considered objective agencies with a team characterized by high technical skills, high ethical values, responsibility, and a deep commitment to communities affected by the armed conflict.

*“And the other thing that IOM achieved is trust. The agency enters the territory, and there is no risk; it is received with suspicion, neither by the indigenous communities nor other actors. That means that they do a good job and are people who had no difficulties with anyone and who knew how to enter the territory.” (Municipal Ombudsperson Office)*

## **CONCLUSIONS**

**C.8.1** VISP’s engagement with national and local entities resulted in successful coordination and an understanding of each agency’s work. VISP took advantage of strengthening opportunities while respecting the limits of its role as an international development partner. It is important to note that the program’s work was, to a certain extent, limited by the need to restrict program actions to the agenda of each GoC agency and its commitment to advancing various lines of work (F.8.1, F.8.2, F.8.3).

**C.8.2** VISP’s implementation required strategic alliances with non-institutional actors, such as academia, the private sector, other USAID programs, development agencies, and the victim population. These relationships allowed the program’s interventions to have a greater reach through protocols and strategies co-built between various stakeholders (F.8.4, F.8.5, F.8.6, F.8.7).

**C.8.3** IOM and USAID are considered the most important development agencies for implementing public policy for victims at the national and local levels. Consequently, VISP was received by different stakeholders as a program capable of generating significant impacts. This is due to both agencies’ success in building trust with the various partners and demonstrating the technical and human capacity to develop responsible and high-quality processes (F.8.8, F.8.9).

## RECOMMENDATIONS

**R.8.1** In future programs, strengthen efforts to transfer and install long-term strategic capacity in critical national and local institutions beyond support for the resolution of the temporary needs of these partners (C.8.1).

**R.8.2** Continue supporting the Public Ministry to guarantee adequate institutional functions at the national, departmental, and municipal levels for the purposes of the effective participation by, reparations for, and protection of victims (C.8.1).

**R.8.3** Continue strengthening the VU's capacity to coordinate and advance actions for the comprehensive reparations for victims, taking into account the renewal of the VL until 2031 (C.8.1).<sup>70</sup>

**R.8.4** Support victims' organizations in the territories as a line of programmatic work with equal importance to institutional strengthening (C.8.2).

**R.8.5** Support the GoC in formulating clear guidelines on the role of the private sector in the comprehensive reparations for victims and the construction of peace within the framework of the Peace Accord (C.8.2).

**R.8.6** Support the GoC in the design and implementation of a formal strategy for coordination between different development agencies supporting the implementation of the VL and the Peace Accord, while including promoting the participation of local governments, victims' roundtables, and other relevant civil society actors at both the national and local levels (C.8.2).

**R.8.7** Continue involving universities and research centers in the development of projects, as well as in exercises for monitoring, follow-up, and evaluation of processes at the local, departmental, and national levels, to strengthen capacities in these institutions on issues related to the comprehensive services and reparation for victims and in the implementation of the Peace Accord (C.8.2).

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<sup>70</sup> In 2020, after a proposed bill in Congress, the extension of the VL's time frame was approved, recognizing the relevance of continuing to advance actions for the comprehensive reparation of victims, and considering the challenges remaining. The VL's period was extended to 2031.

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## ANNEX A – RECOMMENDATIONS ACTIONS MATRIX

TABLE 6. RECOMMENDATIONS ACTIONS MATRIX

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.1.1</b> Coordinate actions to continue strengthening VIVANTO, in terms of standardization and integration of new sources of information with national initiatives for interoperability and integration of administrative records of social programs, allowing for a more comprehensive knowledge of the different programs accessed by the victim population, improving precision in the measurement of progress in the implementation of the VL. (C.1.1)                                                                                                 | The design of initiatives for the integration and standardization of information consigned in VIVANTO must be based on the guidelines of DANE and the National Civil Registry in order to guarantee the non-duplicity of information, the adequate identification of the people subjects of attention by SNARIV entities and other social programs aimed at vulnerable population, and to facilitate the integration of these records into the social registry, improving the efficiency and allocation of social spending. To this end, it would be useful to identify national and territorial efforts that are already underway, in terms of integration and interoperability of administrative records to generate synergies, based on the principle of building on what has been built, in such a way that the initiatives planned by the VU, in terms of improvement of the VIVANTO tool, are adequately integrated with the other efforts made by the national government and the territorial governments. References to be taken into account for the interoperability and integration of information systems include the exercise currently led by DNP with the development of the Social registry of households and the Rural registry (Mi registro Rural) of the MOA. In this exercise, it would be useful to use innovations of the SISBEN IV, which is the axis of the social registry. These include the georeferencing of the households of the surveyed population to target efforts aimed at improving assistance and care for the victim population, and to strengthen the information recorded in the SNARIV Information Systems. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.1.2</b> Support the improvement of the use of the information collected in Information Systems such as VIVANTO for public policy decision-making, through the implementation of cutting-edge data analysis methodologies to gain efficiency in the processes (e.g. Validation of the information provided through the declaration, the generation of preventive alerts based on events that increase the risk of victimization in the different territories and the automation of measurements of monitoring and follow-up indicators of the VL). (C.1.1) | In line with recent efforts by national and local governments, as well as taking into consideration advances carried out by other type of actors in the development of data analytics centers, initiate the design, planning and budgeting of activities that lead to the generation of capacities and the investment in the required infrastructure to exploit large volumes of information of administrative records. This requires the design of prescriptive and prospective models contributing to better public policy decision-making.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Medium-term (up to two years)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R 1.3</b> Continue supporting the VU and the MOH to advance in the qualification of technical and operational guidelines for psychosocial rehabilitation strategies, especially in their differential ethnic and rural components (C.1.2)                                                                  | Through consultancies with experts, support the construction and validation of the differential modules of EREG, Entrelazando and PAPSIVI, as well as their adaptation for ethnic groups and victim population living in rural and dispersed rural areas. This support may include the study of mechanisms to optimize the use of resources, given the higher per capita costs of these care modalities. Likewise, support could be provided to analyze the effects of the virtualization of strategies and identify useful lessons for mixed care modalities (face-to-face-virtual) for specific care contexts, taking as a reference the experience in the framework of the COVID-19 pandemic. In PAPSIVI in particular, it is key to support the publication of the Resolution (regulatory framework) that accounts for its specific incorporation into the SGSSS and to strengthen the comprehensive health care component, for the appropriation of psychosocial approach competencies by all actors of the SGSSS (In Spanish: General System of Social Security in Health). | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.4</b> Support the implementation of systematic strategies for the inclusion of the psychosocial approach, the rights approach and action without harm in each of the VL's reparation measures, as well as in the demining processes. (C.1.2)                                                           | Facilitate the construction of a specific framework of psychosocial approach and support within the processes of assistance, care and reparation measures that responds to the emotional needs of the victim population in each context, that operates constantly and facilitates access to the rehabilitation measure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.5</b> Support the monitoring of the process of institutionalizing the emotional care actions of people, leaders, and organizations that guide and care for victims, and integrate the development of personal and institutional security protocols as key elements of care in future programs. (C.1.2) | For this, it is necessary to identify the state of institutional appropriation of the emotional care processes and to support knowledge management around these practices to qualify their operation. It is necessary that care strategies incorporate safety protocols for people and victim care teams in contexts where the conflict is still active, articulating with local actors such as the Ombudsman's Office and its Early Warning System, as well as with the health system within the framework of the Medical Mission.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.6</b> Support the GoC in the development of formal education and/or professionalization frameworks that allow the recognition of skills developed by community agent roles of the different existing rehabilitation strategies (EREG, Entrelazando, and PAPSIVI), recognizing their management         | To this end, we recommend facilitating the articulation between the institutional framework and the academy (Universities/SENA) so that the training processes of community agents of rehabilitation strategies are academically recognized as part of other trainings (for example, as health promoter, public health technician, psychologist, social worker), identifying strategies that motivate and facilitate the professionalization of victims as leaders of care actions in their communities. Note that when speaking of professionalization processes, we refer to systematic processes of recognition of knowledge/skills developed in the extensive training processes of                                                                                                                                                                                                                                                                                                                                                                                           | Medium-term (up to two years)                                                 | Both                                                                   |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                  | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| role, support for care, and community replication. (C.I.3)                                                                                                                                                                                                                                                                                                                      | EREG, Entrelazando, and PAPSIVI by entities endorsed by the MoE, job training -Law 1064/ 2006-, promotion of access to technical or professional education in related areas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                               |                                                                        |
| <b>R.I.7</b> Support the GoC in the development of a strategy that analyses the feasibility and mechanisms to remunerate the work carried out by community agent roles within the existing psychosocial rehabilitation programs (EREG, Entrelazando, and PAPSIVI). (C.I.3)                                                                                                      | Specifically, it is relevant to support the processes of delimitation of functions and estimation of the workload of the community agents of each of the psychosocial strategies and to identify mechanisms that allow their formal linkage to the care processes (such as promoters or paid community liaisons). For this process, lessons could be taken from the experience of implementing the CAM with ACOPLÉ and from training processes for rural health promoters carried out by some local governments, as well as strategies of the Pan American Health Organization. We suggest these items being included in the budget estimate for each psychosocial strategy, as they are an integral part of the implementation methodologies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.8</b> Support strategies of knowledge management around the results of the actions carried out by community agent roles of the existing rehabilitation strategies (EREG, Entrelazando, and PAPSIVI) as an input for the qualification of their training and for the creation of community articulation and sustainability actions for rehabilitation strategies. (C.I.3) | In future programs, include knowledge management strategies around the actions carried out by community agents who are part of the rehabilitation strategies (i.e., 'Tejedores' and 'Impulse Committees' -in Entrelazando and Psychosocial Promoters -in PAPSIVI). For this, a first action to be taken can be the systematization of lessons learned of including victims in community agent roles in the existing psychosocial rehabilitation strategies. Based on this systematization, and taking into account international best practices as well, a second action to take could be to support the GoC in the implementation of actions to provide: i) continuous training to these agents; ii) technical supervision; iii) capacity building in ICT management; iv) skills for being part of interdisciplinary teams; v) emotional care; and v) evaluation of the impact of community agent roles. These actions must include a differential ethnic perspective and differential local contextual conditions. For this process, lessons could be taken from i) this evaluation; ii) the implementation experience of ACOPLÉ; iii) the hiring processes for rural health promoters carried out by some local governments or by strategies of the Pan American Health Organization; and iii) experiences of community-based organizations that carry out health promotion. This recommendation is, however, subject to financial decisions made by the Colombian public health system regarding the operation of rehabilitation strategies and the role of community agents. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.9</b> Accompany the MOH in the expansion of the application of the physical-functional rehabilitation model in low complexity, in its articulation with other processes of attention to the victim population, and in the dialogue with the various actors of the SGSSS for its transversal and sustainable appropriation. (C.I.4)                                       | Give special emphasis on the adaptation and dissemination of the normative and regulatory framework related to functional-physical rehabilitation in Colombia. In this process, it is key to integrate the National Health Superintendency and related civil organizations. It would be useful for USAID, together with the MOH, to develop an operational framework document that guides the replication of the experience of implementing physical-functional rehabilitation services in new IPS of low and medium complexity, including: i) good technical assistance practices in local and national scales; ii) specific guidelines for the authorization of services; iii) procedures for costing and estimating the profitability of services; iv) guidelines for the billing process; v) training guidelines on functional rehabilitation and disability; vi) emotional care of human talent; vii) marketing of physical-functional rehabilitation services; viii) use of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Medium-term (up to two years)                                                 | Both                                                                   |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                   | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                  | <p>systems; and ix) dialogue with EPS and local governments for the installation and sustainability of services.</p> <p>Likewise, it is necessary to generate a follow-up and institutional strengthening strategy for the appropriation of functional-physical rehabilitation guidelines that includes accompaniment to the MOH to strengthen the Secretaries of Health in relation to the processes of enabling providers in REPS ( In Spanish: Special Registry of Health Service Providers), the authorization visits to the IPS interested in providing rehabilitation services, and the inclusion of rehabilitation services in the 'Network' documents (In Spanish: Documentos de red) for the provision of services in each department.</p> <p>In addition, it is necessary to continue positioning the functional-physical rehabilitation as part of the reparation to victims. To this end, it is recommended that in future programs the articulation of these services with local institutions is strengthened, facilitating the relationship between the IPS and EPS and the victims' liaisons, the disability committees, the rehabilitation measure committees, and the Directorate for Comprehensive Action against Antipersonnel Mines.</p>  |                                                                               |                                                                        |
| <b>R.1.10</b> Follow up on the findings of the disability certification pilot processes and their impact on the differential reparation of victims with disabilities and victims of antipersonnel mines. (C.1.4) | Based on the findings of the disability certification pilot processes, support the MOH to Design technical assistance processes to continue qualifying the disability certification process. This assistance may include the dissemination of specific learnings from the pilots (in terms of administrative and technical actions) with the departmental Health Secretariats and with the IPS that currently provide functional rehabilitation services with a biopsychosocial approach, and those that are beginning this process. Also, we recommend accompanying the MOH and the VU in the joint creation of a specific monitoring framework for victims with disabilities, to promote their access to the disability certification, physical-functional rehabilitation, and promote their rights to assistance, care, and differential reparation, as well as their access to specific social and educational services.                                                                                                                                                                                                                                                                                                                                  | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.11</b> Support the GoC in the future development of mechanisms to measure the quality, effectiveness and impact of the implementation of psychosocial rehabilitation strategies. (C.1.5)                  | We suggest supporting the MOH and the VU, possibly working jointly with DNP, in the creation of a robust monitoring and knowledge management system around the implementation of the rehabilitation measure, in terms of quality, effectiveness and impact. In this process, it would be key to favor alliances with universities or research institutes in health and armed conflict (in this regard, lessons can be learned from the ACOPLE model). For the measurement of quality, we suggest creating quantitative-qualitative instruments that can be applied in a representative manner to both victims and community care professionals-agents, allowing the analysis of compliance with care protocols, as well as of their strengths and limitations. For the measurement of effectiveness, we suggest accompanying the VU and the MOH in the unification of the understanding of the achievement of psychosocial rehabilitation, advancing from there in the creation and massive application of measurement instruments (input and output) in psychosocial rehabilitation strategies, which allow identifying the adequacy of care for emotional recovery, and carrying out qualification processes. Finally, for the measurement of the impact of | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | the strategies, we suggest creating measurement instruments that allow observing: i) The effect of the implementation of the strategies in terms of empowerment and reconstruction of the social fabric; ii) the challenges for its consolidation and maintenance; and iii) The continuity of the care training processes (PAPSIVI promoters, Promotion Committees, Weavers and EREG groups). All measurements should be applied by professionals other than those who carry out psychosocial care, to mitigate biases. Furthermore, measurements should be integrated to the information systems of the psychosocial rehabilitation strategies for the management of their quality and for their use in decision-making. Finally, measurements should be assigned resources within the psychosocial rehabilitation strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                        |
| <b>R.1.12</b> Support the MOH and key actors of the SGSSS in the development of a broad strategy for dissemination, training, implementation and monitoring of the Comprehensive Health Care Protocol with a psychosocial approach for the victim population, paying special attention to its integration with the strategies of psychosocial rehabilitation and characterization strategies for decision making in public health. (C.1.5)                                                                                                                | For this, we recommended systematizing the learnings and limitations of the experience of supporting the implementation of the Protocol, and from there, accompanying the MOH in the design and implementation of a strategy that allows greater theoretical and operational appropriation by the various actors of the SGSSS (EPS, IPS, local governments and National Superintendence of Health). We suggest that this accompaniment includes the development of a specific normative and regulatory framework that is an input for surveillance and control actions. The strategy should consider: i) massive training processes in the differential and psychosocial approach in health care for professionals and technicians in the sector; ii) functionality of the daily access mechanisms to the RUV by all SGSSS actors; iii) the design of formal mechanisms for the referral and follow-up of cases from the care and psychosocial support strategies of the VL to the IPS; iv) the inclusion of the 'victim' variable in health population characterization strategies for public health decision-making; v) the integration of monitoring actions in the PAPSIVI application; vi) the specific monitoring of EPS against their appropriation; and v) the articulation of this protocol with the Comprehensive Health Care Routes -RIAS and the National Public Health Plan 2022-2031. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.13</b> Maintain the provision of support to the UV Reparations Directorate to strengthen the integral knowledge management of this program, with an emphasis on detecting persistent bottlenecks in its implementation. In the selected intervention regions, work closely and constantly with the teams of the VU territorial directorates in charge of carrying out the Collective Reparation, promoting the relevance of generating spaces for joint reflection on the progress of the processes, so that a learning community can be formed to | Maintain support to the UV Reparations Directorate to strengthen the integral knowledge management of this program, with an emphasis on detecting persistent bottlenecks in its implementation. In the selected intervention regions, work closely and constantly with the teams of the VU territorial directorates in charge of carrying out the Collective Reparation, promoting the relevance of generating spaces for joint reflection on the progress of the processes, so that a learning community can be formed to contribute to improve and speed-up the process. This, promoting collaborative work and activating active listening spaces in order to identify the strengthening needs that they require, so that in turn communities can improve their dialogue with state agents with the aim of agreeing on the design and implementation of PIRCs. The continuous support from international cooperation has proven to be relevant for the advancing of PIRCs, given the changes that these have experienced, the length of their implementation, and the complexities of social dialogue.                                                                                                                                                                                                                                                                                           | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                         | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| contribute to improve and speed-up the process. This, promoting collaborative work and activating active listening spaces to identify the strengthening needs that they require, so that in turn communities can improve their dialogue with state agents with the aim of agreeing on the design and implementation of PIRCs.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.I.14</b> Support the design and implementation of strategies to speed up the delivery of compensations (compensations) to victims and to systematically integrate these with other comprehensive reparation measures, especially those related to psychosocial rehabilitation and income generation within the framework of local development strategies. (C.I.8) | Actions to be considered include: i) Supporting the coordination between DNP, DPS, VU and other relevant entities of the SNARIV to speed up the victim compensation process; ii) Generating clear guidelines with the VU at the national level so that all compensation delivery processes to victims include a comprehensive and extended process of pedagogy, training and prior orientation for the beneficiary communities. These guidelines should include actions to incorporate the differential approach and work with the family nuclei of the compensated victims; iii) In the processes of education, training and orientation for victims who receive their compensation, multi-stakeholder discussions and actions related to income generation projects should be included; iv) Strengthen the articulation between the actions of the rehabilitation measure (individual and/or collective) with compensation and income generation measures with a community approach. This requires working with the VU and the MOH; v) Continue supporting the planning of service fairs at the local level, so that the delivery of compensation is accompanied by psychosocial care, training and support for income generation and referral to complementary offers from other sectors (education, housing, among others).                                                                                                                                                                                           | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.15</b> Renovate the support for the building of historical memory through work with Colombia's Memory Museum, the CEV and local memory initiatives in order to collect, compile, disseminate and build new memory initiatives through publications, symbolic acts, art expositions and digital media. (C.I.9)                                                   | The strengthening of the historical memory of the armed conflict could include the following lines of action: a) Retake and reformulate the work with the National Center of Historical Memory, especially with the Museum of Memory of Colombia, in order to support its inauguration, accompany the territorialization of its actions and integrating the work already supported by VISP in terms of historic memory as an important input, both for its archive and for its exhibitions, events and other museological materials. The latter will require the consolidation of a virtual space, based on a diagnosis that contemplates consultation traffic, storage size and technical operation characteristics, where all the documents of memory initiatives that VISP has supported can be housed; b) Promote the articulation between the CEV, the Commission for the follow-up of the CEV recommendations, other entities of the SIP (UBPD and JEP) and the National Center of Historical Memory, emphasizing the work of the Colombian Memory Museum; c) Strengthen the integration and the carrying out of participatory exercises between the CNMH and the victim population across the country. d) Carry out more direct work with victims organizations and communities for the construction of historical memory through diverse narrative forms that can guarantee impact and sustainability in the territories (e.g.: art exhibition cycles, literary creation, traveling theater, documentaries, short | Short-term (up to six months)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                     | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                    | films, feature films, podcasts, radio programs and other audiovisual products); e) Strengthen and accompany regional universities in local processes of construction of historical memory, promoting the consolidation of research centers that can provide sustainability to the construction of memory through rigorous and ethical methods; f) Disseminate and promote the appropriation of the aforementioned contents (products of the institutions, victim communities and universities) through transmedia and face-to-face strategies, in coordination with local media.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                               |                                                                        |
| <b>R.I.16</b> Continue strengthening grassroots organizations of victims and victim advocates to make the election of members of the victim participation roundtables more robust, qualified and transparent, and to strengthen participation mechanisms. (C.I.10) | Actions can be taken to: i) Formulate work strategies with victims' organizations, in conjunction with the municipal Ombudsmen's offices to improve participation knowledge and capacities both in participation spaces linked to the VL and in the Peace Agreement; ii) Continue with the training processes for the formulation and implementation of community projects, both in victims' roundtables and in general, in victims or victim's advocates organizations, so that they can self-manage resources to scale up and make their impact sustainable; iii) carry out a systematization of experiences and lessons learned from supporting victims' participation through the municipal, departmental and national participation roundtables, as in input for future work by local governments, the national government in the territory and the Public Ministry. This booklet should include a chapter on lessons learned and recommendations on the role of the different key actors, including international cooperation actors. The systematization of experiences should be accompanied by a process of incorporation of lessons learned through didactic methodologies with local and national level institutions, so that the recommendations can be understood, operationalized and incorporated through concrete procedures within the strategic planning lines of the different agencies. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.17</b> Continue supporting the strengthening of local institutions to guarantee differentiated care for victims with disabilities and ethnic communities, within the framework of public policy for victims. (C.I.10)                                       | The refinement of attention for persons with disabilities and ethnic communities should take into account: i) Supporting the adaptation of care centers for victims, Ombudsperson and mayors' offices for persons with disabilities; ii) Promoting the hiring and/or training human resources aimed to assist persons with disabilities, especially persons with sensory disabilities; iii) Promoting the hiring and/or training human resources to assist ethnic communities in their native language, preferably of people who belong to these communities; iv) Training interdisciplinary mobile teams that provide attention and guidance about comprehensive reparation to ethnic communities in their own territory, maintaining the necessary dialogue and consultation processes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.18</b> Support the carrying out of evaluations and analysis related to the implementation of the VL with respect to victims belonging to minority groups. (C.I.10)                                                                                          | These evaluation processes would benefit from using mixed research methods. The strategic differential actions to be evaluated could include: i) the implementation of the Ethnic Decrees 4633, 4634 and 4635 of 2011; ii) the Collective Reparation Plans for ethnic communities; iii) the psychosocial rehabilitation strategy for women victims of sexual violence; iv) the psychosocial rehabilitation strategy for children and adolescents. The results of these evaluations should lead to the strengthening and improved implementation of differential strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                       | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.1.19</b> Support the VU in the coordination and strengthening the different strategies and institutional actions for the comprehensive reparation of young victims and victims abroad. (C.1.10) | We recommend supporting the VU -as the coordinator of reparation actions- in increasing the visibility and in the consolidation of comprehensive reparation strategies for young people and victims abroad, so the different measures contemplated in the VL can be organized in a single route that integrates different offers of the different SNARIV's institutions. This process can incorporate lessons already learned in the psychosocial strategy for women victims of sexual violence, supported by IOM, which made it possible to consolidate different reparation measures in the same work process. This route should also contemplate income generation as a key component in the comprehensive reparation of these various groups, responding to their specific needs and conditions. To this end, USAID could explore coordination actions with other programs working with youth.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.20</b> Continue strengthening the incorporation of the ethnic approach in the rehabilitation measure, in coordination with the MOH and the VU. (C.1.10)                                       | For this, it is important to develop clear guidelines and protocols to understand health from a community standpoint, addressing aspects such as: i) the place of traditional authorities in the care and promotion of health in their communities; ii) the importance of the territory in the processes of collective healing and in the health of individuals; iii) the relevance of traditional rituals for the harmonization of the territory and its inhabitants; iv) the role of ancestral medicine. The derived procedures should be flexible enough to address the uniqueness of each ethnic community. This requires including diagnostic actions and participatory planning, where communities have the opportunity to point out both the damage suffered according to their worldview, and the autochthonous forms of healing that can be included in the rehabilitation processes. These tools must be territorialized through the contracting and/or strengthening of human resources at the departmental and municipal levels, not only with staff in charge of the issue of reparation for victims, but also with health, interior and departmental secretariats. This process can be nourished by the lessons learned from the collective rehabilitation measures implemented by the UV, as well as by the processes of exhumation, identification and delivery of the mortal victims of the Bojayá massacre. The ethnic PAPSIVI pilot can also provide relevant inputs. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.21</b> Continue supporting the construction of historical memory of experiences of minority groups at the national and local levels.                                                          | This process can be anchored to conjunctural moments in the country, such as the territorial socialization of the final report of the CEV and the construction of the Colombian Museum of Memory. Specific support could be given to the construction, dissemination and socialization of historical memory related to the experience of ethnic communities, women, LGBTQI+ population, children and adolescents, persons with disabilities and victims abroad. It is important that this process consolidates itself in the national narration of the armed conflict. Thus, it is essential to work jointly with the CNMH, especially considering that the CEV ends its mission in 2022. It would be ideal to also work in coordination with universities and research centers. thus, installing capacities in various actors to guarantee the continuity of research around the historical memory of minority groups.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                           | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.I.22</b> Develop technical and operational elements so that differential approaches are systematically taken into account in the different instances of victim participation.                                                                       | Working with the members of the municipal and national victims' participation roundtables, as well as with other participation instances accompanied by VISIP, identify the particular needs of representatives that are part of minority groups to assure their effective participation so that older adults, persons with disabilities, women, LGBTIQ+ people and ethnic communities have guarantees suitable to their particular needs (E.g.: differentiated guarantees for participation). Based on these needs, we recommend developing guidelines -integrated into what is already established in the participation protocols of the participation roundtables and other differential public policy for victims- to include in the planning and logistical operation of participation scenarios a differential approach. This work can be done with municipal roundtables, national roundtable, support groups for PDETS and collective reparation, interethnic roundtables, women leaders roundtables. Lessons can be learned from the ethnic or children and adolescents' participation protocols already developed with VISIP's support.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.I.23</b> Support the design of a strategy for the autonomous retraining of the territorial teams in charge of planning and implementing the victims' policy, taking as input the lessons learned from the Territorial Strengthening Model. (C.I.13) | <p>The retraining strategy should be designed to be self-contained and to be replicated cyclically and autonomously by actors in the territory, without depending on external actors such as international development. To develop it, inputs can be taken from the Territorial Strengthening Model, already implemented by the MOI and VISIP. Actions to be considered include: i) Designing a self-diagnosis and self-training tool for local institutions on specific knowledge regarding attention and integral reparation of victims and the SIP. This should be mandatory for all new personnel of local governments. The results of the self-diagnosis tool will provide the necessary strengthening route that could be served through inputs already developed by VISIP or national level entities and that may be strengthened; ii) Continue supporting the construction of pedagogical processes through virtual courses (E-learning) with the support of international cooperation actors and academia. This could be taken by local institutional officials according to their needs and functions. iii) Support meetings for the exchange of experiences among local officials at the intradepartmental and interdepartmental level (for example, among the different municipal victims' liaisons), to level and expand their knowledge. The role of departmental governments in this strategy, as articulator and provider of peer-to-peer training, is key. To this end, it is relevant to contemplate guidelines for recording results, meeting reports and training material in the Governor's offices.</p> <p>Finally, VISIP could contemplate consolidating, systematizing and socializing all the products consolidated during the implementation of VISIP (in all its five intermediate results) so that they can become inputs for the self-training processes of local and national institutions. The transfer of these inputs and pedagogical strategies should be done not only with municipal, departmental and national entities, but should also contemplate the academia as an important actor for the sustainability of the training processes for civil servants. In particular, ESAP and UNAL can play an important role. It would be pertinent to coordinate with additional cooperation actors to leverage additional resources and support for this task.</p> | Short-term (up to six months)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                         | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.1.24</b> Continue supporting communication processes around the VL implementation process, so its achievements and follow-up results informs both victims and the local political agenda. (C.1.14)                                                                                                                                                                                                                | Actions that can strengthen the communication processes around the VL include a) Supporting the municipal and departmental victims' roundtables in the acquisition of skills and tools to manage their own communication processes, to strengthen their capacity for political advocacy, as well as their relationship with the victim community through the accountability and visibility of their work. For this purpose, lessons learned from the strengthening of the national roundtable of victims in this area can be adopted; b) Continue strengthening the capacity of the communications teams of the VU, the CNMH, the MOH and other relevant entities of the SNARIV to report on the achievements and impacts of the first ten years of the VL, with an emphasis on strategic territories; c) Designing and socializing communication products that inform the victim population about details concerning the renewal of the VL, as well as its role in the implementation of the Peace Agreement (including differences between the VL and the Final Agreement, articulation between SNARIV, ART and the SIP, roles of the new agencies, roles of the entities that continue working within the framework of the VL, etc.). Likewise, the communication strategy should be a channel to disseminate possible changes in the regulatory or policy framework that are relevant to transmit to local actors including local governments, victims' participation roundtables, and victims in general. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.1.25</b> Support the GoC in the design and implementation of a strategy to analyze duplicities in the information reported in different information systems such as SIIGA, PAT dashboard and RUSISCT, which, if necessary, could lead to actions to integrate information systems for the monitoring and evaluation of the victim's public policy, reducing the administrative burden of local liaisons. (C.1.15) | To this end, support, through a consultancy: i) the generation of agreements between different public agencies and levels of government, in accordance with the legal framework to allow the standardization of reports and indicators made through different platforms, reducing the time and administrative burden of local liaisons; ii) identify redundancies and homologation possibilities in the information reported on different platforms (as a pilot of first phase, the work could start with standardizing information between the PAT and the RUSISCT); iii) define a work plan for the medium and long terms to advance in the homologation of variables, and that includes the development of tools that allow the unification and standardization of reports.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.1.26</b> Based on the lessons learned from the COVID-19 pandemic, support the GoC in developing and scaling-up mechanisms and protocols for providing virtual attention to victims, as well as strategies to support and train local governments and territorial offices of national government entities in the use of these virtual channels. (C.1.17)                                                           | To this end, we recommend the following actions: i) Identifying with the VU, CNMH, UBDP, JEP, MOI and MOH best practices at the national and local levels that were useful in the context of the pandemic and that can be adapted to streamline virtual processes. This should include good practices in digital skills training necessary to advance in hybrid care and training channels                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Medium-term (up to two years)                                                 | Both                                                                   |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                                      | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| EVALUATION QUESTION 2                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.2.1</b> Continue strengthening the technical capacity of the institutional framework, especially at the local level, through the sequence of studying, understanding, explaining and disseminating conceptual and procedural developments, emphasizing the adjustments required for future policy or regulatory developments, and strengthening bidirectional communication and articulation between levels of government. (C.2.1)                             | To develop this recommendation in future programs, we recommend to: a) continue emphasizing the relevance of the territorialization of the VL through the strengthening of the technical and operational capacity of local governments, decentralized entities and the Public Prosecutor's Office at the regional level; b) Consolidate with a team of experts the study and development of conceptual and procedural tools, including how to explain and disseminate these within the institutional framework in an innovative and pedagogical manner, especially among officials with competencies to provide technical assistance to local institutions, as well as among the local teams of the implementing partner; c) Consolidate teams in national entities that incorporate strategies for the formation and training of both territorial teams and local authorities in order to contribute to the sustainability of VISIP support, as well as subsequent programmatic support to VL in the territory; d) Support the construction of tools for the assessment of the work between the national and territorial levels, so that training processes can be improved assuring a better coordination and concurrence between levels of government. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.2.2</b> Continue supporting planning and follow-up activities carried out by the public agencies responsible for the victims' policy, local governments and control entities, with an emphasis on identifying and responding to possible inconsistencies between the size of the victim population to be attended and the allocation of budgetary resources to this end, to continue to improve planning and oversight processes around the VL. (C.2.2, C.2.5) | The following actions could be considered: a) Support the DNP in coordination with the VU in planning and adjustment exercises to the victim's policy, including accompaniment to increase the political incidence on decision makers; b) Support local planning offices and the Public Prosecutor's Office to generate territorialized inter-institutional articulation routes at the departmental and municipal levels to strengthen the follow-up and monitoring activities related to the implementation of the public policy for victims.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.2.3</b> Continue providing technical and financial support for the implementation of the VL and the peace accord to achieve the comprehensive satisfaction of the rights of victims on a large scale and considering the changing dynamics of the context, especially at the local level. (C.2.3)                                                                                                                                                              | For future support to be provided, the lessons learned through the implementation of VISIP, as well as the findings and recommendations of this evaluation and other related knowledge-management exercises, should be taken as an input. The resulting design and its supporting components should be conceived to guarantee sustained efforts over time and to generate an adaption capacity within the implementation of future support, taking into account the needs and expectations of the victims in the different territories.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Medium-term (up to two years)                                                 | USAID                                                                  |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                    | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.2.4</b> Support the MOH and the VU in the design and implementation of support strategies for local governments for the development of technical management capacities and monitoring of the quality of the psychosocial and functional-physical rehabilitation measures. (C.2.4)                                                                                                            | <p>As an input for this process, it would be useful to identify good practices that have allowed certain local governments to integrate physical-functional and psychosocial rehabilitation into their victim care management processes and disseminate such practices through training scenarios (including exchanges of experiences) with the officials who lead these actions in other municipalities (both across the Secretaries of Health and in the territorial offices of the VU). To advance in the development of capacities, it is necessary to accompany the MOH and the VU in the creation of monitoring strategies for the quality of the implementation of psychosocial strategies, especially when these are implemented by operators. Quality monitoring must include: i) the development of standards for selection processes, training and emotional care of human talent; ii) estimation of differentiated workloads according to territorial contexts; iii) actions of random verification of the execution of care; and iv) the inclusion of specific items of transportation and materials required for care. These quality measurements can be integrated into the supervisory actions of the operators of the rehabilitation measure, and it is suggested that even when the resources for monitoring come from the national government, local governments are directly involved in their supervision.</p> <p>In addition, it is relevant that future interventions contemplate support for the development of national policies and local strategies for the retention of human talent in the rehabilitation measure. This implies: i) promoting contracting modalities with greater labor stability; ii) generating mechanisms to receive feedback on the implementation processes from the care teams; iii) providing encouragement and recognition of professionals and community agents who implement care; and iv) articulating work with guilds in the health sector.</p> | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.2.5</b> Continue supporting the participation of victims from a broader approach that includes strengthening victims' organizations and working with the new limitations for peace congress seats, emphasizing the generation of capacities in these representatives to carry out advocacy work in decision-making related to the victims' policy, its follow-up and accountability. (C.2.6) | <p>Relevant actions for achieving greater sustainability of participation results include: i) Continue and expand the strengthening of victims' organizations and victim advocates' organizations in the generation of organizational capacities as well as in leadership, communication and advocacy skills of their members, with an emphasis on leaders, women and young members. This strengthening should provide the tools so that organization members can prevent, identify and denounce bad practices that may occur in formal scenarios such as the election of representatives to the victims participation roundtables, or in general operation of these; ii) Working directly with the representatives of the victim population that assume the new limitations for peace congress seats, through education and training processes useful for the fulfillment of their representative work in legislative bodies; iii) Promote dialogue and articulation between the municipal and departmental victims participation roundtables, the victims national participation roundtable, victims' organizations, ethnic authorities and the limitation for peace congress seats; iv) Facilitating local and regional coordination between the municipal and departmental victims participation roundtables with other instances of participation (e.g., PDETs processes, Entrelazando weavers and committees for collective reparation, interethnic committees, among others); v) Creating materials and capacities for peer-to-peer training so that the victims departmental participation roundtables can transfer</p>                                                                                                                                                                                                                                                                                                                                                                           | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                               | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                              | knowledge to municipal roundtables, with special emphasis on areas that have not received support from international cooperation on this regard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                               |                                                                        |
| <b>R.2.6</b> Strengthen the knowledge management strategy of future programs based on the systematization of lessons learned and the transfer of best practices in the design, monitoring and implementation of actions for the comprehensive care and reparation of victims. (C.2.7, C.2.8) | In order to promote a learning culture in the implementation of future programs, actions to be considered include: a) Strengthening internal information management system through clear guidelines for the construction of knowledge, the permanent monitoring and evaluation of actions and the implementation of learning strategies in all program components aimed at incorporating lessons learned; b) Assuring that within the monitoring and evaluation framework of future programs, each intermediate result has an associated result or impact indicator (in the case of VISIP, some were limited to process or product indicators); c) Carrying out learning exercises with the participation of the local teams of the implementing partner, so that a horizontal and broad compilation of the knowledge generated in practice is made; d) Incorporating into the aforementioned monitoring and evaluation system complexity aware methods, which are more appropriate to address research on complex social issues (a portfolio of these methodologies has been developed by USAID based on experiences in different countries); e) Including in strategic projects with national level entities monitoring, evaluation and learning processes that can be incorporated into the allied agencies information management systems, in order to install capacities for measuring the results of the support provided and of future autonomous actions; f) Strengthening relationships with academic actors who can contribute their knowledge and experience, and disseminate the lessons learned by the program. ACOPLE constitutes a reference in the articulation with academia for the production of knowledge. For future programs, this type of CLA exercises should be carried out continuously from the beginning of the programs, in such a way that the development of evaluation, monitoring and learning instruments accompany the implementation of actions throughout the life cycle of the projects, facilitating in turn the generation of inputs for performance or impact evaluations. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>EVALUATION QUESTION 3</b>                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                        |
| <b>R.3.1</b> Develop mechanisms to continue expanding the coverage and quality of EREG, Entrelazando and PAPSIVI psychosocial rehabilitation strategies. (C.3.1, C.3.2)                                                                                                                      | Through consultations with experts -and in coordination with the MOH and the VU-, identify mechanisms for: i) Updating the universe of victims that require the rehabilitation measure; and ii) Expanding the coverage of rehabilitation strategies, especially towards rural and dispersed rural areas. These mechanisms can consider the local experiences of implementation in which the victim population has had greater adherence and better perception of the care processes (according to the data from the information systems of each strategy: EREG, Entrelazando and PAPSIVI, as well as the perspective of the national and local implementation teams).<br><br>Additionally, we suggest accompanying the national government in the design of actions to obtain international resources (for example, from cooperation organizations), which allow expanding the coverage of the rehabilitation measure. As for local governments, it is necessary to strengthen their capacities to allocate resources, royalties, and international cooperation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                        | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                                                                                       | resources. We suggest that the allocation of these resources includes remuneration items for community agents (impulse committees/weavers) and transportation fees for beneficiaries, differentiated by geographic context of care.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.3.2</b> Give continuity to the support provided to the VU for the qualification of the EREG strategy and the Entrelazando strategy, strengthening the mechanisms for referring cases to individual rehabilitation when necessary. (C.3.1)                                                                                                                        | <p>Develop a strategy for the qualification of the local implementation of Entrelazando including: i) promotion of the participation of the local government in the establishment, implementation and follow-up of the PIRCs; ii) strengthening community access through the promotion of participatory selection processes of leadership (impulse committees / weavers); iii) mechanisms to estimate the workload of the psychosocial professionals who accompany the PIRC seeking to reduce their turnover; iv) methodologies for the differential care of children and the elderly; v) improvement of the articulation of the PIRCs with other offers of comprehensive care and repair of the VL, as well as with strategies targeted towards vulnerable population; vii) mechanisms to accompany the promotion committees, particularly in terms of personal safety and emotional care.</p> <p>For both Entrelazando and EREG we suggest: i) standardizing procedures for the identification and effective referral of people who require individual attention (to PAPSIVI or the SGSSS); ii) Implementing technical supervision-accompaniment mechanisms for the activities of the multipliers (professionals or weavers, taking as an input ACOPL's technical supervision strategies); and iii) Following up on the development of skills in the medium term with EREG groups.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.3.3</b> Give continuity to the support to PAPSIVI, especially in relation to the development of differential technical guidelines (rurality, ethnicity and children and adolescents), the strengthening of the monitoring and follow-up system, the strengthening of the articulation between its two components and the use of the RUV by SGSSS actors. (C.3.2) | <p>Support the MOH in the process of issuing, regulating, disseminating, and monitoring the PAPSIVI regulatory framework (PAPSIVI Resolution) through support with consultants for the national institutional management and dialogue with the National Health Superintendence. In this process, it is key to identify the possibilities of articulation with the strategies of the Ten-Year Public Health Plan 2022-2031. The development and piloting of the differential guidelines for attention to victims in rural areas, ethnic groups and children and adolescents can be supported by hiring expert consultants, and it can include the development of: i) methodological guidelines; ii) training content for professionals and community agents; iii) differentiated budget frameworks (in which contextual adjustments of displacement-transportation, workload, lodging, interpreters and materials are contemplated); iv) articulation frameworks with territorial offers (especially PIC, intramural and extramural health services, and PDET); v) strategies for emotional care and personal safety; and vi) in the ethnic component, promoting learning scenarios-exchange of experiences with experts, ethnic authorities and organizations to improve the understanding of well-being and health in indigenous/Afro/Gypsy peoples and integrating these in the design and budget processes.</p> <p>Furthermore, it is necessary to identify, jointly with local governments, EPS and IPS, good practices and barriers for the referral of the victim population between the two components of PAPSIVI and generating a strategy that standardizes such referral processes and includes it in the PAPSIVI application. This strategy should include: i) bidirectional referral criteria; ii) local case</p> | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                         | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                        | <p>management pathways; and iii) follow-up and monitoring mechanisms that generate inputs for understanding and decision-making in health risk management.</p> <p>Finally, it is important to support the MOH and the UV in the development and dissemination of simplified guidelines so that local governments, EPSs and IPSs can permanently access the RUV, use the VIVANTO platform, and use this information to make diagnoses regarding the health of the victims and to create specific management strategies for the management of health risk in this population.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.3.4</b> Accompany the MOH in the development of actions to strengthen access to physical-functional rehabilitation centers in new IPS, to expand the operation of the disability registry and to articulate this offer with the comprehensive reparation route for the victim population. (C.3.2) | <p>Give continuity to the technical support to the MOH to: i) improve the appropriation and expansion of the offer of functional-physical rehabilitation services with a biopsychosocial approach in new IPS of low and medium complexity; ii) support the dissemination and monitoring of the implementation of the regulatory framework for the disability registry (Resolution 113/2020); iii) strengthen the presence of psychology, occupational therapy and speech therapy services in rehabilitation processes; iv) Disseminate the care route for people who are victims of antipersonnel mines with all SGSSS actors (External Circular 004/2017-Supersalud); and v) Promote the use of VIVANTO and the RUV consultation in the IPS for the application of the differential approach.</p> <p>On the other hand, it is pertinent to generate new technical support for the development of the following actions at the national level: i) Promoting and regulating telemedicine and telerehabilitation services; i) Promoting extramural health care strategies; iii) Promoting the articulation of these strategies with the Ten-Year Public Health Plan 2022-2031; and vi) Promoting the articulation of these strategies with the comprehensive reparation route of victims.</p> <p>Regarding the territorial level, we suggest to: i) Give continuity to the scenarios of articulation and awareness with EPS for the contracting of functional-physical rehabilitation services and their inclusion within the provision networks; ii) Support the development of capacities in the secretaries of health as leading agents of the local articulation of the actors of the SGSSS, particularly in terms of authorization and provision of services; iii) Favor the creation of mechanisms for referral and follow-up of cases between the physical and psychosocial rehabilitation offers; and iv) examine the possibilities of accessing SGR resources for the provision of new rehabilitation centers.</p> | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.3.5</b> Develop, together with the MOH, a strategy for the massive and permanent training of local governments, EPS, IPS, and health professionals/technicians in the psychosocial approach, differential                                                                                         | In future support for the MOH, include a cross-cutting support component (not fragmented by results) for training processes for human talent in health (administrative and assistance) to care for the victim population. This component can collect the inputs, learning and limitations of the previous training processes supported by VISP. The support can materialize through a training strategy that articulates the MOH, the MOE, guilds, Universities and SENA to: i) Promote the development of competencies in undergraduate, postgraduate and complementary training of health and human sciences professionals in psychosocial care, differential approaches, disability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                       | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| approach, disability registration and use of the RUV. (C.3.2)                                                                                                                                                                                                                                                                                        | certification process and the physical-functional rehabilitation model with a biopsychosocial approach; ii) Updating mechanisms on the aforementioned topics for health professionals and technicians (administrative and assistance) who currently work in Health Secretariats, EPS and IPS. In this second training profile, it is key to include specific actions for accessing VIVANTO and the RUV; and iii) Generate processes of professionalization or certification of job skills of community agents of psychosocial rehabilitation strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                        |
| <b>R.3.6</b> Support the MOH and the VU in the implementation of mechanisms that technically and operationally articulate psychosocial rehabilitation with the other measures of reparation, the mental health offer, and with the complementary psychosocial offer for the victim population in charge of the ICBF, DPS and the MOE. (C.3.3, C.3.4) | <p>In future support to the MOH and the VU, facilitate the creation and implementation of a national mechanism with a territorial scope that articulates psychosocial rehabilitation with the complementary psychosocial offer and mental health care processes for victims, promoting continuity and complementarity through care, as well as the mainstreaming of the psychological approach and the rights approach in these. It is relevant to fine-tune the referral routes for victims between psychosocial rehabilitation, clinical mental health care, and the Comprehensive Health Care Protocol with a Psychosocial Approach for Victims of the Armed Conflict in the IPS. To advance in this sense, it is recommended to i) Identify lessons learned from the Coexistence and Peace program supported by the multi-donor fund; ii) have an updated map of the institutional offer of services related to psychosocial care and mental health that are complementary to the rehabilitation measure; iii) promote the internal articulation of various areas of the MOH for the comprehensive care of the victim population (the Office of Social Promotion, the Service Provision Directorate, the Assurance Directorate, the Promotion and Prevention Directorate, the OTIC, and the Department of Epidemiology and Demography); iv) facilitate joint work spaces between the MOH, the VU and the ICBF to strengthen access to psychosocial rehabilitation for children and adolescents; and v) articulate specific actions with the National Health Superintendence, the MOE and DPS.</p> <p>In this process it is suggested to include support from specialized consultants to specifically accompany the MOH in the creation of strategies to strengthen technical assistance and territorial monitoring aimed at the local articulation of psychosocial rehabilitation with the actions of the National Mental Health Policy, the Strategy for the Promotion of Mental Health in Colombia (CONPES 3992/2020), the National Plan for Rural Health, the National Plan for Psychosocial Rehabilitation for Coexistence and Non-Repetition, the PDETs (especially in its pillars 4-health and 8-Reconciliation, Coexistence and Peacebuilding.) and the guidelines of the PIC (Collective Intervention Plan).</p> | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.3.7</b> Promote the creation of differential and concerted strategies with authorities and ethnic communities to favor access to collective ethnic psychosocial rehabilitation (especially of indigenous peoples) and to strengthen                                                                                                             | Support the VU and the MOH in the processes of creation, validation and implementation of psychosocial rehabilitation methodologies for ethnic groups. These methodologies should integrate an intercultural approach in health and rehabilitation, which favors dialogue with ancestral knowledge and promotes complementarity between the SGSSS and traditional medicine. We suggest that in the design of these actions, an early articulation is established with the Indigenous Life Plans, the Ethnodevelopment Plans, the Indigenous Intercultural Own Health System (SISPI) and with the indigenous EPS and IPS. It is also necessary to: i) identify                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                    | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| the access of older people to psychosocial rehabilitation. (C.3.4)                                                                                                                                                                                                                | <p>complementary mechanisms for the referral and individual access to psychosocial rehabilitation for people with an ethnic background who require this type of care and/or who are not part of the collective reparations; ii) support the design of institutionalized training processes that enable qualification of the incorporation of the ethnic and rights approach in psychosocial and health professionals, as well as in local government officials who lead actions related to ethnic psychosocial rehabilitation; iii) support financially and operationally the psychosocial rehabilitation components of the PIRCs already agreed with the subjects of collective reparation, and iv) promote, together with the MOH and the VU, the implementation of knowledge management strategies that facilitate the collection of learning in these processes, as an input for other victim's repair and rehabilitation initiatives.</p> <p>Regarding the access of older people to psychosocial rehabilitation, we suggest supporting the MOH and the VU in the elaboration of a detailed diagnosis of the conditions that have limited the participation of this population group, to generate access optimization strategies for his population.</p> |                                                                               |                                                                        |
| <b>EVALUATION QUESTION 4</b>                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                               |                                                                        |
| <b>R.4.1</b> Given the proven effectiveness of the CAM, continue to support the implementation of the validated strategies to provide psychosocial and mental health support for victims. (C.4.1)                                                                                 | In future programs rehabilitation programs, the learnings from the implementation of the CAM should be used to strengthen mental health promotion strategies for victims based on peers carried out by public, private or social organizations. We suggest considering new implementation processes of the CAM with victims' organizations in Colombia, maintaining the remuneration of community agents. In future implementations, it would be convenient to articulate the community agents already trained in CAM, either as community agents or as participants in experience exchange scenarios with other community agents (including those of PAPSIVI, EREG and Entrelazando).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.4.2</b> In future programs, continue to systematize the training processes developed with community agents, and support the coordination of these actors with formal education scenarios, providing incentives for professionalization, and analyzing their results. (C.4.1) | Include in future implementations of the CAM and similar interventions a specific line of permanent training that includes: i) input and output measurements of community agent's knowledge; ii) identification of key areas of training (care and referral skills, differential approaches, skills for group work, emotional care and office skills); iii) response actions to emerging training needs; iv) articulation of the training process with formal education offers; v) incentives for professionalization; and vi) systematization of the process. Note that when speaking of professionalization processes, we refer to systematic processes of recognition of knowledge/skills developed in the extensive training processes of EREG, Entrelazando, and PAPSIVI by entities endorsed by the MOE, job training -Law 1064/ 2006-, promotion of access to technical or professional education in related areas. Finally, it is key to adjust the planning of the training times of the community agents according to the different educational levels of entry, their previous experiences as leaders-caregivers in their communities, and the affectations of the subjects of care in their particular contexts.                                  | Medium-term (up to two years)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                    | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.4.3</b> Maintain and promote the link between professionals and knowledge management teams in future implementations of the CAM or similar interventions. (C.4.2)                                                                                                                            | Consider including knowledge management guidelines and activities in all USAID-supported peer-based mental health care strategies. We suggest these being led by research groups attached to universities or non-governmental organizations with experience in applied health research. The generation of knowledge may include the: i) creation and/or validation of measurement instruments for the entry and exit of the people served; ii) creation and/or validation of training processes for community agents; iii) creation and/or validation of care methodologies; iv) creation and/or validation of expert supervision methodologies; and v) publication of the results in scientific journals and other formal channels. The experience, methodologies, results and publications made by ACOPLÉ should be taken as a reference. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.4.4</b> In future implementations of the CAM or similar interventions, maintain, promote and systematize the technical supervision schemes carried out with community agents, identifying good practices, limitations and results of each type of supervision in the care processes. (C.4.2) | We suggest systematizing the technical supervision processes of community agents as scenarios for the generation of situated knowledge and methodologies that can be integrated into the models to qualify their application in the medium term. The systematization of these processes may include a specific look at the characteristics and results of the various types of supervision: individual (professional + community agent), group (professionals + team of community agents), peers (among community agents). We also suggest promoting the publication and dissemination of these experiences in scientific journals, as a contribution to the field of knowledge of community-based rehabilitation.                                                                                                                          | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.4.5</b> In future implementations of the CAM or similar interventions, identify strategies that allow adjustments related to differential approaches to be formally incorporated into care, in harmony with the population profiles of the victim population served. (C.4.3)                 | Include in the agreements for the implementation of the CAM protocols or similar interventions, mechanisms that allow the documentation and formal incorporation of the differential ethnic approaches (Afro and indigenous) and the gender approach, according to the particularities of the territorial contexts. These adjustments could be understood as methodological annexes or annexes of good practices of the model.                                                                                                                                                                                                                                                                                                                                                                                                              | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.4.6</b> In future processes to support community mental health strategies for victims, consider the results (currently in the process of publication) of the group model that ACOPLÉ implemented in a complementary manner to the CAM. (C.4.3)                                               | The results of the group care model that was implemented within the framework of ACOPLÉ, and the experiences of community agents and professionals in this regard, can be inputs for technical assistance processes that support future programs in relation to psychosocial accompaniments and community mental health processes, including the group modality of PAPSIVI, EREG and the replica scenarios carried out by weavers in Entrelazando.                                                                                                                                                                                                                                                                                                                                                                                          | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.4.7</b> Review and update the organizational strengthening model for the appropriation of the CAM by                                                                                                                                                                                         | The qualification of the organizational strengthening model must include the lessons learned from the process carried out by ACOPLÉ with AFRODES and consider: i) administrative and financial strengthening actions for the hiring of community agents and professionals; ii) capacity building for project management and obtaining funds-financing; iii) development of capacities for                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Short-term (up to six months)                                                 | USAID                                                                  |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                             | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| victims' organizations, as an input for current and future programs. (C.4.4)                                                                                                                                                                                                                               | the implementation of the CAM protocols; iv) transfer of good practices for the selection, training and support of community agents and professionals; v) development of skills for articulation with the SNARIV and the SGSSS; and vi) a monitoring and follow-up system for the transfer process. This strengthening should occur progressively and linked to attention actions in order to favor learning scenarios based on real situations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                               |                                                                        |
| <b>R.4.8</b> Review and update the CAM transfer strategy to SGSSS actors and SNARIV psychosocial care programs. (C.4.5)                                                                                                                                                                                    | This should include the lessons learned from the process carried out by Heart Alliance-AFRODES-CISALVA and consider: i) the recognition and possible articulation with existing psychosocial and mental health care policies; ii) the possible articulation with other academic research groups; iii) the inclusion of an early and constant relationship strategy with public institutions, especially with the MOH and the VU; iv) dissemination of results and learning in scenarios of national and local institutional articulation; v) the development of training scenarios - transfer of local capacities; and vi) the anticipation of mechanisms that allow mitigating the difficulties derived from the institutional relationship.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Short-term (up to six months)                                                 | USAID                                                                  |
| <b>EVALUATION QUESTION 5</b>                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                               |                                                                        |
| <b>R.5.1</b> Elaborate a step-by-step guideline regarding how to implement an encompassing, participatory and flexible approach to define tailored strengthening plans to be carried out jointly with each organization so that interventions are pertinent and appropriated by the beneficiaries. (C.5.1) | This guideline could be systematized as a booklet, and socialized with other USAID programs, as well as with other cooperation or public agencies, including MoA, ADR, DPS, MoC, SENA. This constitutes a knowledge management product, in line with the pilot's main objectives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Short-term (up to six months)                                                 | Activity IP                                                            |
| <b>R.5.2</b> Elaborate a guideline on how to systematically incorporate differential approaches in the economic strengthening intervention model, with a special emphasis on victim's differential approach. (C.5.2)                                                                                       | The guideline should take as inputs: i) the lessons learned from the economic pilots; ii) the results of this evaluation; and iii) VISIP's experience developing guides and methodologies to incorporate differential approaches to the implementation of the VL. The guidelines should include gender, youth, ethnic and victims' differential approaches. There differential approach guidelines should include aspects such as whether it is necessary to tailor training and accompaniment sessions according to the type of RPO members that participate. With respect to the victim's differential approach, the intervention should include addressing psychosocial needs, especially those related to pain, and trauma associated with the armed conflict. It should be analyzed whether there is a preferred approach to address these, including helping and individual to access psychosocial attention (e.g., through the local health offices), or designing and implementing group workshops that allow different members to share their experiences and thoughts. A consultant could be hired to carry out this product. The product should be socialized with other relevant actors, including those from academia and the public sector, being | Short-term (up to six months)                                                 | Activity IP                                                            |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | a relevant input for public policy design. USAID programs working in income generation of vulnerable populations should incorporate these guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                               |                                                                        |
| <b>R.5.3</b> In current and future interventions, define economic indicators and goals in terms of the production and commercialization performance of the organizations, allowing the analysis of results obtained through the support provided and through the identification of challenges to continue addressing when working in the economic establishment of RPOs with victim members. (C.5.4, C.5.5)                                                                                                 | Current and future interventions aimed at supporting income generation of victims and other vulnerable populations could collect pre and post measurements of production, sales and costs that allow to better identify results of the organizational support. Self-follow up capacities could further be strengthened, and the relevance of doing this could be further emphasized, so that organizations continue to measure results beyond the implementation of the intervention. The indicators to be used should be pre-defined ex ante, and should be quantitative and detailed, rather than being general, subjective self-reports that are difficult to associate with the intervention. To this end, programs should: i) include operational resources for the collection and analysis of information; ii) include in the cooperative agreements with RPOs, their responsibility of reporting information, specifying the type, frequency and report mechanisms. Digital data collection mechanisms, such as online surveys via WhatsApp, could be considered as cost-effective alternatives being increasingly used by RPOs. | Short-term (up to six months)                                                 | USAID                                                                  |
| <b>R.5.4</b> In future interventions, strengthen the support provided to organizations in terms of commercialization (including supporting and accompanying them to negotiate sales agreements with private actors) and access to resources (including accompanying them to request agricultural credit or structure a project to apply to other types of public or cooperation financial support), aspects that should contribute to the sustainability and scaling-up of the intervention. (C.5.5, C.5.6) | The strengthened commercialization support could be provided directly or could be managed by orienting organizations to other USAID programs working with RPOs, so that the strengthening process continues following an attention-route approach. Organizations could also be accompanied to access commercialization support from other cooperation, private and public actors. Regarding supporting the organization's access to financial resources, this should be carried out taking into account the specific needs and capacities of each organization, as not all of them are eligible for applying to credit, if for instance, they do not have an assured income flow. The support and accompaniment granted to organizations in commercialization and access to resources issues could be provided virtually, taking advantage of the acquired abilities of organizations to communicate virtually, especially after the Covid-19 pandemic.                                                                                                                                                                                 | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.5.5</b> Elaborate a booklet systematizing the peer-to-peer capacity transfer methodology and socialize it with key factors that could replicate it in future programs. (C.5.4)                                                                                                                                                                                                                                                                                                                         | This booklet constitutes a knowledge management product that could be useful for other USAID, cooperation, private and public interventions aimed at strengthening rural associativity. Actors with which it could be socialized (virtually or in person) include PNUD, FAO, MoA, ADR, DPS, MoC, SENA and local governments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Short-term (up to six months)                                                 | Activity IP                                                            |
| <b>R.5.6</b> As part of the emphasis on generating co-responsibility and empowering organizations as change-                                                                                                                                                                                                                                                                                                                                                                                                | The community project does not necessarily require economic resources, as it could be a communal event (e.g., <i>minga</i> , <i>colecta</i> , celebration) where the community gets together and jointly contributes to a local objective. The implementer could accompany the RPO and help                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Medium-term (up to two years)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                         | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| makers, include as part of future program's beneficiary organization's responsibilities, the implementation of a project that benefits the local community, serving as exercise to help rebuild social relations in areas where victims reside. (C.5.4)                                                                | articulate the community project with the municipal government, as a way to strengthen relations between public and social actors. CDLO's (USAID program) experience and intervention model could serve a reference for this process. USAID could identify and systematize other experiences in this regard that have been implemented in different activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                               |                                                                        |
| <b>R.5.7</b> Design a strategy to expand and deepen the socialization of the lessons learned and the knowledge management products derived from the economic pilots with other USAID programs, other cooperation actors, inter-institutional instances, and with the main rural-associativity public programs. (C.5.5) | To this end, incorporate both virtual and physical material, using different communication channels, and reaching different key actors at the national and, if necessary, the local level. Particular emphasis of socialization and transfer of lesson learned should be given to other USAID programs working in income generation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Short-term (up to six months)                                                 | Activity IP                                                            |
| <b>R.5.8</b> In future programs aimed at supporting the integral reparation of victims, include a component of economic stabilization, recognizing its relevance as part of the process to advance in the guarantee of victim's rights, as well as for the sustainability of other reparation measures. (C.5.6)        | The support could be two-fold. On the one hand, to support the GoC in the design, implementation and evaluation of public policy tools for the economic stabilization of victims. This would imply following a similar model to VISP's original intervention, but working with other strategic public partners, including MoA, MoC, DPS and SENA, in articulation with the VU and DNP. On the other hand, future and current USAID programs could work directly with RPOs with a significant participation of victims, following the model piloted by VISPs and the guidelines documenting it. By working from both approaches, it would be possible to provide support from both the supply and the demand-sides, constituting a more encompassing and complementary intervention. This could be particularly relevant for programs working with youth. | Short-term (up to six months)                                                 | Both                                                                   |
| <b>EVALUATION QUESTION 6</b>                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                               |                                                                        |
| <b>R.6.1</b> Elaborate a conceptual and operative methodology to incorporate the victim's differential approach in income generation programs. (C.6.2)                                                                                                                                                                 | The differential approach could include aspects such as how to incorporate a psychosocial component on topics related to victim's experiences and needs, either including related topics in program's training sessions, or orienting beneficiaries to existing psychosocial programs. The topics to be covered should articulate to other cross-cutting psychosocial aspects, including mental health and family and community relations. The National Victim's Participation Table could be invited to participate in workshops or sessions of existing spaces (e.g., The National Table for Income Generation, Rural Associativity and Commercialization; or the Equity Table) to conceptualize the differential approach. VISP's experience developing methodologies to                                                                              | Short-term (up to six months)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                      | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                     | incorporate differential approaches in the VL, as well as supporting DPS to incorporate the ethnic approach in income generation programs, could be taken as a reference.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                               |                                                                        |
| <b>R.6.2</b> Support and strengthen the articulation of victim's income generation programs with local development interventions, with a special emphasis on PDETs and working jointly with local governments. This, as a strategy to transit from individual assistance-based entrepreneurship approaches to interventions incorporating a territorial and market-oriented approach that can scale-up the potential of the results. (C.6.2)        | To strengthen the articulation of income generation programs with local development interventions, a consultancy could be carried out to work jointly with ART, VU, MoA, MoC, SENA on the conceptual and operation design of articulation and implementation measures. These should have a victim's differential approach, although measures and methodologies should apply in general to vulnerable populations. Special emphasis should be given to coordinating PDETs with Returns and Relocation plans. Income generation work should also be articulated with the local Chambers of Commerce and Competition Commissions. An input to be taken into account in this exercise is the Master Plan of Economic re-activation carried out by ART. Local Governments should be part of this process, so that they contribute with their knowledge of local particularities and become active actors in supporting and continuing the support of productive projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.3</b> Support the elaboration and implementation of an Income Generation Route, with a special emphasis on victims. This, as an instrument that integrates the different existing programs depending on their particular characteristics and type of beneficiary targeted and serving as well as an instrument to disseminate the existing public supply of programs among victims, reducing access barriers related to information. (C.6.3) | The Income Generation Route for Victims should consider aspects such as: i) being part of a broader income generation route for vulnerable populations; ii) having differential routes for rural vs. urban beneficiaries; iii) at least some of the programs should follow a market-approach in which specific enterprises or production units are targeted based on their effective capacities to increase sales, rather than following an individual assistance-based targeting approach; iv) incorporating a gender-differential approach to address women and women victim's particular needs (e.g. having access to care for their children while participating in income generation training sessions). This could be worked jointly with the Rural Women's Directorate at the MoA; v) a differential approach for men, who traditionally access income generation programs in lower proportion than women; vi) the integration of the Route with other Victim's integral attention and reparation measures, with a special emphasis on payments and collective reparation plans. The Route should be jointly elaborated with the GoC, ideally through the Equity Table and the National Table for Rural Income Generation, Rural Associativity and Rural Commercialization. Part of the Route design should be the articulation of targeting criteria of different programs. For this, joint work is required with DPS's focalization technical group, DNP's Social Directorate working with SISBEN and the Social Registry, and the institutional attention rout of potential beneficiaries recently designed by the VU. The Route should include a diffusion strategy to reach victims so that they understand the supply of programs and the entry requirements. The diffusion strategy should include working with the National and Municipal Victims' Roundtables, as well as with local and community media in the different territories. The Rural Associativity Route currently being designed by the MoA could be taken as a reference for the Income Generation Route. | Medium-term (up to two years)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                           | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| <b>R.6.4</b> Support the integration of the diagnosis and characterization of the economic conditions of victim's and of their productive units in a sole information system, (C.6.3)                                    | An analysis of existing information systems and information initiatives of the government should be analyzed with the objective of identifying whether the centralized information of victims should be part of or articulated with the other registries. Among the existing registries to analyze, the following are particularly important: i) RUV; ii) DPS's Income Generation Route, iii) Mi Registro Rural of the MoA; Innpulsa's information systems, iv) DNP's social registry, and v) the characterizations that the recently created entrepreneurship strengthening group of the UV is carrying out.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.5</b> Support the GoC in the design and implementation of a strategy to clarify the institutional arrangement around income generation for vulnerable populations including victims. (C.6.3)                      | This could be done through a consultancy mapping the existing actors, programs and articulation spaces (tables, committees, commissions, groups), that could then identify the particularities of each, and based on this, and the normative responsibilities of each actor and space, propose an organization of the institutional arrangement. Among the spaces to consider and articulate, special emphasis should be given to i) the Income Generation Table of SNARIV; ii) the Equity Table; iii) the Rural Income, Associativity and Commercialization Table (transiting to become an intersectoral commission); iv) the Poverty Alleviation Route of DPS; v) Innpulsa and its role leading income generation programs as mandated in the recently approved Entrepreneurship Law; and VI) the strategic strengthening of entrepreneurship group recently created in the VU (together with its articulation with other groups within the UV). Local Governments and local offices of the VU should be taken into account in the institutional arrangement. Local Governments should take part in supporting the implementation of level programs, for instance, supporting the diffusion of program applications, providing spaces for workshops or other activities, complementing investments and support (including in species support like technical assistance) and continuing to support organizations or productive projects after program interventions have finished. The clarification of the institutional arrangement should also incorporate communication mechanisms across participating actors, as well as follow-up mechanisms to assure that the victim's differential approach is made visible and effective attention to victims is implemented. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.6</b> Conduct an analysis of the possibility to designing income generation programs following payment-by-results ( <i>pago por resultados</i> ) schemes, and of piloting this with victim beneficiaries. (C.6.4) | The analysis should identify international references of this sort of interventions, as well as existing successful cases in doing so in other areas, including employability.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.7</b> Carry out an analysis of existing follow-up indicators regarding victim's vulnerability in relation to economic stabilization, as well as of income generation program follow-up                            | This task could be carried out through a consultancy that starts with the analysis of existing information sources, as this can first map the existing indicators. This analysis should take into account i) impact evaluations that have been carried out in relation to victims and vulnerable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Medium-term (up to two years)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                     | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| indicators, with the objective of identifying whether adjustments or new developments are required. (C.6.4)                                                                                                                                                                                                                                        | population's income generation; ii) available reports from the VL's follow-up commissions; iii) reports from the Public Ministry; and iv) the results of VISP's evaluation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                               |                                                                        |
| <b>R.6.8</b> Support the design and implementation of a strategy to strengthen the commercialization component of income generation programs supporting victims so that the training and capitalization provided derives in effective access to markets, being this a crucial component for the sustainability and scalability of results. (C.6.4) | The commercialization strengthening strategy could be developed working jointly with different public agencies and instances, including the Public Purchases Law, the Contract Agriculture strategy (MoA), the access to markets strategy of DPS, and in general, short-circuit commercialization strategies, recognizing their potential to spur local economies and the higher feasibility of accessing local markets in relation to for instance, international ones. This strategy should incorporate mechanisms and incentives to engage the private sector to participate in commercialization strategies of income generation strategies, especially those of victims. Previous experiences, such as tax incentives for enterprises hiring victims through employability programs could be taken as a reference.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.9</b> Support the design and implementation of interventions that incorporate the strengthening of specific skills required for the employability of vulnerable populations (including victims), with differential strategies for rural contexts and innovative and broad dissemination channels. (C.6.5)                                   | Pilot interventions can be designed and implemented. Strategies can be based on the review of previous experiences of agencies such as: i) SENA, through its complementary training programs with a differential approach for victims; ii) Public Employment Service, through the specialized model for the attention of the victim population, which offers strengthening of socioemotional and labor competencies, the application of psycho-technical tests, professional orientation workshops, home visits, short training routes for work, certification of labor competencies, follow-up and performance evaluation of the employed persons; and iii) DPS, through the payment by results programs. In the design of these interventions, it is essential to take into account: i) the educational level and socioemotional and technical skills of the job seekers in relation to those required for the vacancies; ii) the identification of specific mechanisms to strengthen particular skills; and iii) the relationships with the private sector, key to achieve the effective engagement of the trainees. The pilot interventions aimed at vulnerable populations with a differential approach for victims could be tested in municipalities of different sizes and with differential contexts (rural vs. urban, different productive vocation, labor market indicators, employment and formalization dynamics, profiles of job seekers, etc.). The above, in such a way that it is possible to define required differential interventions, the optimal scales of these, and the cost per beneficiary in different locations. It would be desirable for these pilots to be led by operators with expertise in labor inclusion for vulnerable populations. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.6.10</b> Support the design and implementation of standardized labor intermediation programs that include attributes that have been proven to be effective in closing gaps and achieving effective job placement. (C.6.6)                                                                                                                     | To design and standardize strategies, consider as inputs: i) the experience of the Public Employment Service with the implementation of the Labor Inclusion Model with a Gap Closure Approach; ii) the employability and labor inclusion project for victims that promoted the recovery and economic reactivation of micro, small and medium enterprises affected by Covid 19; and iii) the lessons learned from the implementation of the Inclusive Employment Models (of public and private entities). The strategies should include modules to incorporate reasonable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Medium-term (up to two years)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                                        | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>adjustments to address specific differential barriers that arise in different contexts and that different groups of vulnerable populations (specially victims) face, thus allowing to close gaps and achieve effective job placement. A working group can be formed with public and private entities and experts in the topic. Elements to be considered for the success of these programs include: i) considering and directly involving public agencies in the design and implementation of interventions, to the extent that these entities have the competencies and resources to carry them out (SPE, employment service providers, job training and education entities, etc.), ii) linking the private sector from the beginning in order to achieve relevance and quality in the processes of closing gaps and to guarantee effective job placement, iii) identifying and addressing the needs and expectations of job seekers, companies and service providers to generate trust and to maintain the motivation of the different actors, iv) strengthen the capacities of the three actors involved: job seekers, companies (business management) and service providers, through specialized services, qualified personnel and recognized tools including theoretical and practical tests, v) incorporating a psychosocial care component for victims to address the conditions generated by uncertainty and anxiety in the search of income opportunities (this should be different from the socio-emotional skills development component), vi) defining protocols for the development of each of the components in such a way that the technical characteristics of the different inputs are specified and all the actions to be developed are defined, vii) establishing unit costs associated with operational and administrative aspects, as well as beneficiary care, viii) contracting specialized operators for the execution, establishing minimum scales of operation for achieving efficiency in the use of resources (e.g., several entities may execute the standardized program with the same executor, seeking efficiency).</p> |                                                                               |                                                                        |
| EVALUATION QUESTION 7                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.7.1</b> Develop a work scheme that allows to continue integrating in a harmonious and complementary way the processes of victims comprehensive attention and reparation to the victims (associated with the VL), with those of justice, truth, humanitarian search, and rural development (typical of the Final Agreement) contributing to the generation of conditions of peace and coexistence towards national reconciliation. (C.7.1, C.7.2) | The USAID program or activity that continues with the task of strengthening the capacities of the GoC regarding victims' comprehensive assistance and reparation, should structure actions taking into account i) the type of institution to be strengthened, ii) the territorial scope of implementation (national-local), iii) the execution times of the institutional mandates and, iv) the particular needs for the provision of goods and services. To achieve this, we recommended establishing a baseline that allows identifying i) which topics/tasks to be supported can be developed jointly, ii) which topics/tasks to be supported require particular orientations due to their technical and operational characteristics and, iii) what articulation mechanisms must be included in the structure of the program or activity so that the implemented actions complement each other, especially at the territorial level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.7.2</b> Develop strategic communication actions so that the institutional and                                                                                                                                                                                                                                                                                                                                                                    | Strategic communication actions should aim at achieving effective knowledge management regarding: i) the nature and scope of the components that constitute the Colombian transitional                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Short-term (up to six months)                                                 | USAID                                                                  |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                               | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| non-institutional actors with whom USAID works, especially in the territory, acquire comprehensive knowledge about the content and the scope of the Agency's support to the institutional response to the victims' rights and expectations. (C.7.3)                          | justice project, especially on the institutions that make up the SIP and the SNARIV and their respective articulation around such project and ii) the content and dynamics of the support provided by the USAID to the Colombian transitional justice project's deployment and fulfillment of missional objectives. In addition, the strategic communication actions should be designed in a way that it addresses experiences and acquires a particular sensitivity as to the Colombian context and actions being undertaken to achieve peace and national reconciliation. The strategic communications endeavor will allow the work carried out by USAID and the GoC to count with greater engagement and execution capacity from the institutional and non-institutional actors involved or impacted. In order to transmit key messages effectively, we recommend that communication actions could be adapted to: i) the types of actors and ii) the territorial contextual particularities where the supported institutional response occurs.                                                                                         |                                                                               |                                                                        |
| <b>R.7.3</b> For future interventions, maintain the focalization scheme for comprehensive assistance and reparation actions in PDET municipalities, to the extent that the effectiveness of the transitional institutional offer has great potential in these areas. (C.7.4) | The work focused on the PDET municipalities would allow a better articulation of the different components of satisfaction of the rights of the victims to the extent that the institutional offer is contextualized and responds more effectively to the differentiated territorial needs. We recommend that future interventions work directly with the Territorial Renewal Agency (ART) in i) the definition of areas to be targeted within PDET municipalities, ii) identification of potential beneficiaries of comprehensive care and reparation actions, based on ART's identification of local actors and beneficiaries, iii) the identification of needs associated with the work of the SIP institutions whose work continues (JEP, UBPD, Committee for the Implementation of CEV recommendations, and other institutional actors at the national and local levels), iv) the development of integration schemes for the various actions associated with the Colombian transitional justice project. Ultimately, this comprehensive care scheme in the territory should allow the articulation of the LV and the Final Agreement. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.7.4</b> In future support actions, consider the particularities of the Final Agreement regarding the temporary and exceptional nature of its institutions and mechanisms for the satisfaction of the rights of victims. (C.7.5)                                         | In the design of future interventions, the particularities that the institutional response may have in terms of execution times of the corresponding mandates and the necessary human resources should be considered. In particular, consider that the SIP entities, and especially the actions that aim at satisfying the rights to justice and truth of the victims, as well as the humanitarian search processes for disappeared persons and the promotion of rural development, have an alternative approach to the actions of assistance and integral reparation of the victims, insofar as they are components that may require processes with large-scale or collective approaches. In this regard, provide for the existence of an adaptation mechanism, both at the design and implementation phases, to allow the fast identification of opportunities for institutional strengthening and public policy implementation support within the context of the Colombian transitional justice mechanisms.                                                                                                                            | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.7.5</b> Support the GoC in the strengthening of participation mechanisms so that victims can                                                                                                                                                                            | A greater participation of the victims would increase the legitimacy and pertinence of future support interventions. Considering the persistence of violence in the territory, we suggest the victims' participation strategy being accompanied by a scheme for the identification and joint                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Medium-term (up to two years)                                                 | USAID                                                                  |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                    | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| influence the design, adjustment, implementation, and evaluation of the activities to be developed to strengthen the Colombian transitional justice project. (C.7.6)                                                                                                                                                              | (with the GoC) mitigation of risks associated with the exercise of the defense of victims and human rights.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                               |                                                                        |
| <b>R.7.6</b> Support the GoC in the design and implementation of actions of emotional care that different SIP and other GoC agencies have begun to implement for their national and territorial teams, recognizing the direct impact that these have on the performance of officials and the quality of care for victims. (C.7.7) | In future support interventions, it is relevant to identify the levels of institutional appropriation of the emotional care and self-care strategies of the national and territorial officials of the agencies that are part of the SIP, as well as other public agencies (e.g., ARN). After this analysis, provide support to strategies for the continuity and improvement of its implementation. we suggest accompanying the entities in the formalization of these actions as part of the permanent actions of human talent management and encouraging periodic measurements of needs and results that allow maintaining their relevance.                                                                                                                                                                                                                          | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>EVALUATION QUESTION 8</b>                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                               |                                                                        |
| <b>R.8.1</b> In future programs, strengthen the work for transferring and installing long-term strategic capacities in key national and local institutions, beyond working on the resolution of temporary needs that may arise from these allies. (C.8.1)                                                                         | The formulation of long-term support plans should include from its design, specific actions that the allies should assume for the sustainability of the results, including strategies for the permanent learning, dissemination, and incorporation of the results or products from USAID support. These should be built into institutional operation protocols, ensuring that key decision-makers participate in these strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                     | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.8.2</b> Continue supporting the Public Ministry in order to guarantee its proper institutional functioning at the national, departmental and municipal levels in virtue of the effective participation, reparation and protection of victims. (C.8.1)                                                                        | Specifically, it is relevant to: i) Continue supporting the <i>Personerías</i> in the processes of electing representatives for victims' roundtables, as in their technical secretariat functions for these, the surveillance of municipal administrations and the taking of victims' statements within the comprehensive attention and reparation framework, ii) Strengthen the work of the Attorney General's Office to monitor the implementation of the VL and the Peace Agreement, promoting the incorporation of guides, tools and protocols for this purpose, iii) Continue working with the Ombudsman, both at the national and regional levels, to protect the defense of human rights in territories, as strengthening its capacity to articulate the institutional response for prevention, protection, access to justice and guarantees of non-repetition. | Medium-term (up to two years)                                                 | Both                                                                   |
| <b>R.8.3</b> Continue strengthening the VU's capacity to coordinate the public offer of services for the comprehensive attention and reparation for victims,                                                                                                                                                                      | It is relevant to strengthen the VU's capacities for articulating inter-institutional work through: i) Creating mechanisms that streamline coordination processes, ii) Strengthening work networks between entities, iii) Consolidating work plans with shared monitoring, follow-up and assessment indicators between entities and, iv) Incorporating lessons learned from inter-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Medium-term (up to two years)                                                 | Both                                                                   |



**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                   | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
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| taking into account the renewing of the VL until 2031. (C.8.1)                                                                                                                                                                                                                                                                                                                   | institutional work within the operation of the SNARIV. It is also necessary to support the development of guidelines for coordination and joint work, both between SNARIV and ART, and SNARIV with the SIP. Finally, we recommend supporting the design and implementation of exercises for the optimization of internal processes in the VU with the purpose of relieving work teams, increasing response capacity and improving internal articulation between directions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                               |                                                                        |
| <b>R.8.4</b> Support victims' organizations in territory as a line of programmatic work with equal importance to institutional strengthening. (C.8.2)                                                                                                                                                                                                                            | In addition to supporting victims' representatives in roundtables, it is pertinent to emphasize direct work with communities and organizations beyond these participation scenarios. Specifically, we recommend: i) Strengthening the capacities of victims' organizations, including the psychosocial approach, the construction of shared objectives, skills for conflict resolution, training for project formulation, resource management and political advocacy; ii) Supporting the generation of alliances and work networks between different victims' organizations in prioritized territories. iii) Developing pedagogical processes about the different participation instances and the different forms of advocacy by victims in the implementation of general public policy. iv) Strengthen the channels of communication and articulation between victims' organizations and the Public Prosecutor's Office, the local authorities and the security forces to guarantee the security of the communities and its leaders. | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.8.5</b> Support the GoC in the formulation of clear guidelines on the role of the private sector in the comprehensive reparation of victims, as well as in the construction of peace within the framework of the Final Agreement. (C.8.2)                                                                                                                                   | This process may consider, among others: i) Linking the productive projects of victims to local and regional economies through alliances with private companies for the provision of services, goods and supplies (productive agglomerations). This must be done in coordination with the MoC, MoA, MoW, SENA, the VU, among others, ii) Exploring public-private alliances for developing actions focused on communities affected by the armed conflict, including around PIRCs, iii) Continue supporting the Public Employment Service to increase the employability rates of victims in the private sector, playing a role of articulator between the government and private companies, iv) Promoting the identification of collaborations between the private sector and the SIP.                                                                                                                                                                                                                                                 | Medium-term (up to two years)                                                 | USAID                                                                  |
| <b>R.8.6</b> Support the GoC in the design and implementation a formal strategy for the articulation between different cooperation agencies supporting the implementation of the VL and the Peace Accord, promoting in this, the participation of local governments, victims' roundtables and other relevant civil society actors at both the national and local levels, (C.8.2) | An input for this can be developing jointly with IOM a systematization of experiences that identifies the main lessons learned from VISIP in its articulation with other USAID programs and with other cooperation agencies and donors in the targeted territories. This action can be coordinated with USAID's Regional Integration Strategy, for instance, to create a manual with clear procedures and tools for coordination, articulation and joint work across activities and with other cooperation agencies. This strategy should formulate a monitoring, follow-up and evaluation system. This should be integrated into the monitoring and follow-up activities of future USAID support programs for the VL and the Peace Accord.                                                                                                                                                                                                                                                                                           | Short-term (up to six months)                                                 | Both                                                                   |

**TABLE 6. RECOMMENDATIONS ACTIONS MATRIX**

| RECOMMENDATION                                                                                                                                                                                                                                                                                                                                                                                                                          | HOW TO IMPLEMENT THE RECOMMENDATION?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME (SHORT-TERM OR MEDIUM-TERM) | RECOMMENDATION IMPLEMENTATION RESPONSIBLE (USAID, ACTIVITY IP OR BOTH) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>R.8.7</b> Continue involving universities and research centers in the development of projects, as well as in exercises for monitoring, follow-up and evaluation of processes at the local, departmental and national levels, with the purpose of strengthening capacities in these institutions on issues related to attention and the comprehensive reparation of victims and in the implementation of the Peace Agreement. (C.8.2) | Specifically, we recommended: i) Strengthening universities integration in the development of guides, protocols and strategies for implementing the VL and the Peace Agreement. ii) Promoting the consolidation of research centers for the study of issues related to the comprehensive reparation of victims, historical memory, transitional justice, income generation of victims, differential approach, and organizational strengthening of community bases. iii) Consolidating articulated instances of faculties and/or universities, both at the local and national levels, to generate incidence of the academy in decision-making scenarios related to the VL and the Peace Agreement; iv) Transferring tools for the monitoring, follow-up and evaluation of public policy to universities at the regional level, as well as installing capacities for a better dissemination and social appropriation of local knowledge. | Medium-term (up to two years)                                                 | Both                                                                   |

## ANNEX B - SUPPLEMENTAL ANALYSIS AND DATA

### I. ADDITIONAL QUANTITATIVE RESULTS - QUESTION I

Evaluation question I inquiries to what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards victims and what were the main successes and challenges of this institutional strengthening and public policy interventions.

In this sense, the proposed quantitative analysis started with the identification of outcome indicators that reflect the improvement of these services, directly or indirectly. The analysis comprises different topics as registry processes necessary to access the integral reparation route, development of information systems, humanitarian assistance delivery, psychosocial and physical rehabilitation services implemented through programs as PAPSIVI, EREG and Entrelazando, carried out by the Ministry of Health (MOH) and the Victims Unit (VU), and others reparation measures as compensation, collective reparations, income generation and employability initiatives. Besides these measures, the analysis considers other VISP initiatives that indirectly could have improved the assistance and service provision, as those intended to increase victims' participation, the decentralization of the Victims Law (VL) and its diffusion and the design and implementation of Monitoring and follow-up strategies, among others.

The main idea is to analyze changes in the indicators identified for each topic along VISP implementation periods (2013 – 2015 and 2016 – 2021) and between municipalities, considering the targeting process of the program and the changes introduced over VISP's second phase, that prioritize objectives related to the implementation of the SIVJRN.

Although in the evaluation design we had contemplated to use information from administrative records and from the VL survey to conduct Difference in Differences estimations to isolate changes resulting from VISP initiatives, after carrying out a detailed analysis of VISP projects, implementation characteristics and data available, we decided not to include these results for various reasons that result in the non-fulfillment of the assumptions that are necessary to obtain valid DID results. In particular:

- Even if VISP municipalities were a reference to target part of the joint work conducted by VISP and national agencies, in many cases, the support included other municipalities as well, and in other cases, the interventions and developments worked with VISP's support even reached all the national territory. In other cases, projects reached only a subgroup of VISP territories, and these subgroups could vary from project to project. As a result of these aspects, the definition of the treatment and control groups varies and there are clear spill-over effects. All in all, it is not possible to assume that VISP's initiatives were exclusively implemented in targeted territories.
- Periods of execution of targeted projects also varied within VISP's phases, and therefore is not possible to define a unique treatment period to carry out robust DID estimates.
- We now present the results of the analysis for each analytical dimension considered in this evaluation question.

## VICTIM'S REGISTRY: DEVELOPMENT AND IMPLEMENTATION OF INFORMATION SYSTEMS

One of the strategic projects implemented with VISP support over the first phase of the program involved the technical assistance to the National Information Network – RNI, by its acronym in Spanish, to improve the interoperability of the Information System - VIVANTO by means of the automation of the process of linking information sources of SNARIV institutions to the system, to keep the victims' databases updated and generate data crosschecks in a lower time.

To evaluate the results for this dimension we use the following indicator *Average time between the declaration and the evaluation*<sup>71</sup>, relying on the assumption that the strengthening of information systems, and the process automation involved, improves the identification processes of victims resulting in a timely inclusion on the RUV after the declaration processes has taken place. This indicator was included in the AMELP for the program first phase arguing that “once the information system is in place, declarations will be submitted and processed online to reduce processing time and comply with the stipulations of the Victims Law”.

The actions carried out in this dimension were implemented at the national level and therefore we conduct a descriptive analysis of the indicator without trying to isolate VISP effects on targeted municipalities. We use as well other complementary indicators using the VL survey about the perception of victims about the declaration process.

**TABLE 7. REGISTRY AND INFORMATION SYSTEMS INDICATORS USED IN EVALUATION OF QUESTION I**

| INDICATOR                                                                                   | SOURCE                   |
|---------------------------------------------------------------------------------------------|--------------------------|
| Average time between the declaration and the evaluation                                     | Monitor and VU           |
| Percentage of victims who positively evaluate time to inform the inclusion in the RUV       | MOH                      |
| Percentage of victims who positively evaluate the service received (Psychosocial attention) | IOM's victims law survey |

## AVERAGE TIME BETWEEN THE DECLARATION AND THE EVALUATION

For this analysis we use two secondary sources of information: we present a simple analysis using the information reported in MONITOR for the AMELP indicator and afterwards, using information provided by the VU, we extend the analysis at the municipal level.

Exhibit 36 presents the goal established and the observed result for this indicator in VISP municipalities using information reported in MONITOR for the period 2013-2015, the 2016 result is excluded because there is no goal defined for this year. Between this period the days elapsed between the declaration and the decision of inclusion in the RUV passed from 101 in 2013 to 60 in 2015 reaching a 40 percent decrease over this period. This is a good result considering that the VU has a maximum legal window of

<sup>71</sup> Although in the evaluation design we included other indicator in this analytical dimension “*Level of progress in the development and implementation of information system modules*” this indicator only counts the number of modules developed along the implementation of the project. Specifically, the goal defined for the project was 9 modules developed and transferred and the goal was achieved completely according to MONITOR report.

60 days to approve or reject the victim's inclusion in the RUV; that compared with the goal defined meant a 91 percent of fulfillment, given the difference of 5 days between the target and the observed result for 2015.

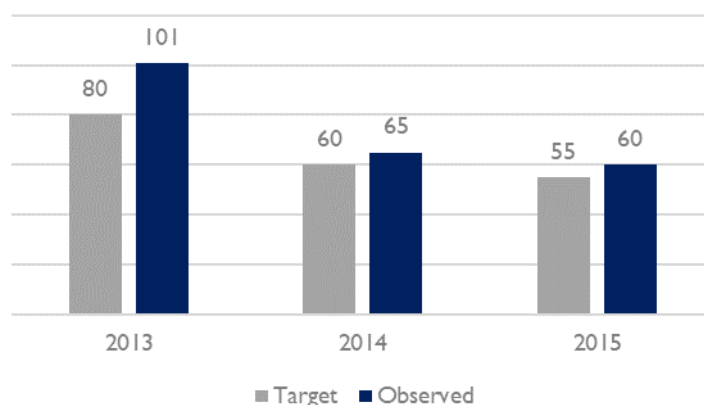


Exhibit 36. Average time between the declaration and the evaluation in VISIP municipalities (days).

SOURCE: MONITOR.

To analyze this result in more detail, the evaluation team requested the UV access to this indicator at the municipal level for 2013 to 2021. However, the final answer obtained was that this procedure takes on average 45 days, but they did not provide the information disaggregated at the municipality or yearly level.

#### PERCENTAGE OF VICTIMS WHO POSITIVELY EVALUATE TIME TO INFORM THE INCLUSION IN THE RUV

As an alternative to evaluate the time elapsed between the declaration and the notification of the inclusion (or not) in the RUV, with the survey applied by IOM in 2016 and 2021, hereinafter VL survey, it is possible to obtain a perception indicator that measures the proportion of victims that consider that the time for this notification was “good” or “very good”.

The available information allows us to made analyses in two levels: first, using a Propensity Score Matching procedure<sup>72</sup>, we compare the average result of this indicator in VISIP municipalities against a comparison group during 2016 and 2021. This is constructed using the sample of surveyed victims in control municipalities (Argelia, Simití, Mocoa and Barrancabermeja). In the second level of analysis, we analyze changes in the indicator between 2016 and 2021, in the five territories that have information for both years<sup>73</sup>.

Exhibit 37 presents the average results for the indicator, restricted to matched observations that are compared with the results of the comparison group (Non – VISIP).

We found that in 2016 the percentage of victims that evaluate positively the time to be informed about the inclusion in the RUV is higher in territories targeted by the program (81 percent), when the

<sup>72</sup> The methodology of this exercise is described in Annex D.

<sup>73</sup> This methodology is applied to several indicators included in other analytical dimension.

comparison is made with victims that have similar socioeconomic characteristics, in non VISIP territories (71.3 percent).

In 2021, although there are no VISIP specific activities related to improvements in information systems, VISIP's second phase municipalities also revealed a higher percentage of victims that evaluate positively the time to be informed about the inclusion in the RUV (81.2 percent vs 76.8 percent).

About this result, even if we are aware that VISIP interventions related to the improvement of Information Systems were carried out at the national level, it is possible that because of other geographically targeted actions, the attention process of victims was improved in VISIP territories, increasing the positive perception about aspects of the declaration process. Nevertheless, we no count with a comparable baseline to fully validate this conclusion.

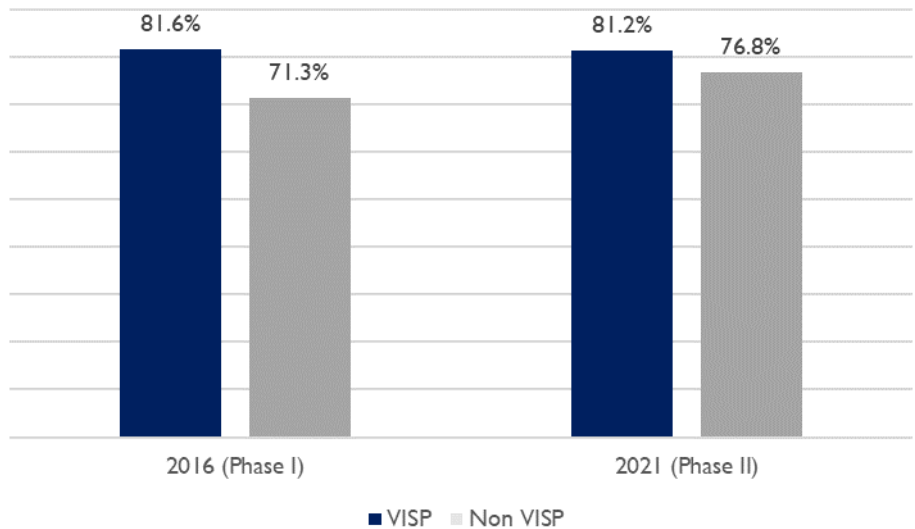


Exhibit 37. Percentage of victims who positively evaluate time to inform the inclusion in the RUV, 2016 - 2021. (Results with PSM) \*

SOURCE: EVALUATION TEAM WITH VL SURVEY.

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

Finally, using the information for those municipalities that remain in the groups for the two VISIP phases we can analyze the evolution of this indicator over the second phase of the program, to evaluate the sustainability of the results. In VISIP comparable municipalities the percentage of victims who positively evaluate time to inform the inclusion in the RUV shows a moderate increase passing from 78.8 percent to 80.6 percent, while in the comparison group there was a higher increase of 5.5 percentage points (Exhibit 38).

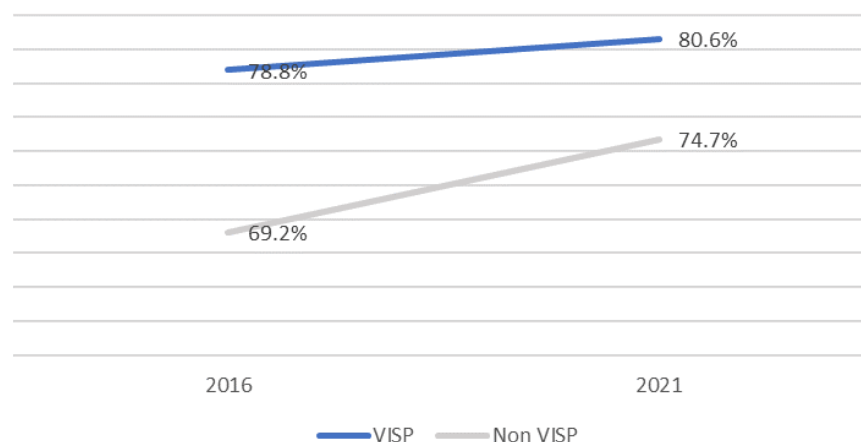


Exhibit 28. Percentage of victims who positively evaluate time to inform the inclusion in the RUV 2016 - 2021. VISP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

### PERCENTAGE OF VICTIMS WHO CONSIDER THAT THE DECLARATION PROCESS WAS CLEAR

With the VL survey, it is also possible to obtain a perception indicator that measures the proportion of victims that consider as positive or very positive the clarity of the information provided during the declaration process. This is related to the quality of the attention provided in this step of the integral reparations route.

We found that in 2016, the percentage of victims that evaluate positively the clarity of the declaration process was higher in territories targeted by the program (90.1 percent), when the comparison is made with victims that have similar socioeconomic characteristics, in non VISP territories (73.6 percent). In 2021, although there are no VISP specific activities related to improvements in information systems, VISP's second phase municipalities revealed a similar percentage than the comparison group (83.6 percent vs 84.8 percent).

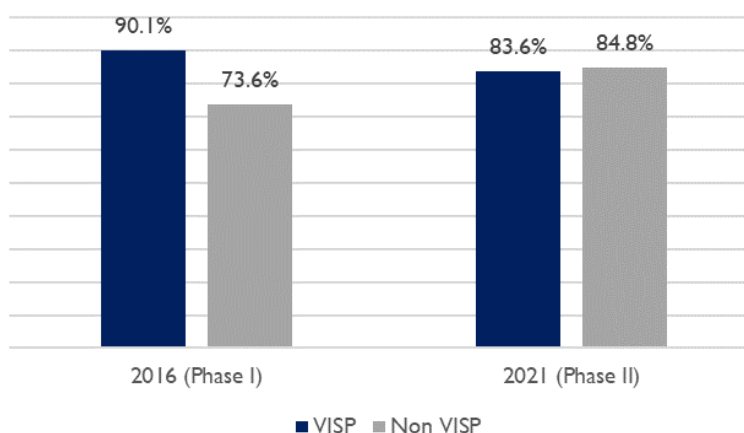


Exhibit 39. Percentage of victims who considered the declaration process clear, 2016 - 2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

Finally, using the information for those municipalities that remains in the groups for the two VISP phases we can analyze the evolution of this indicator over the second phase of the program, to evaluate the sustainability of the results.

The results indicate that the percentage of victims who consider that the declaration process was clear remain almost stable between 2016 -2021 passing from 86 percent to 85.5 percent, while there was an important increase in this result in the comparison group where this proportion revealed a growth of almost 13 percentage points.

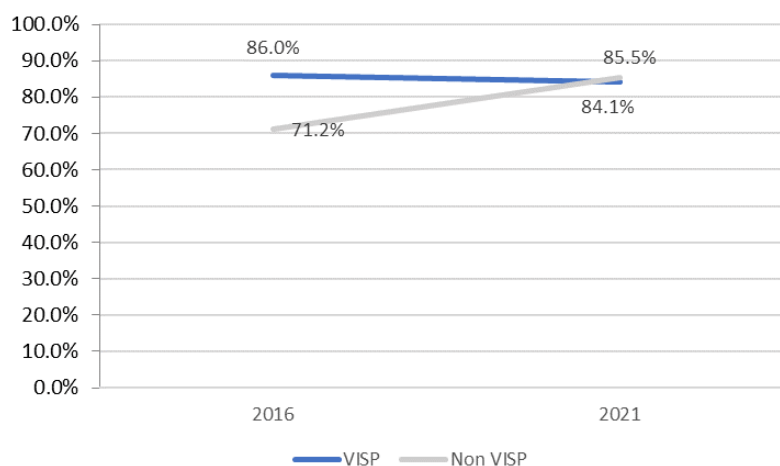


Exhibit 40. Percentage of victims who considered the declaration process clear, 2016 - 2021. VISP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

## PSYCHOSOCIAL REHABILITATION<sup>74</sup>

VISP supported several processes related to the design and implementation of psychosocial rehabilitation services provided to victims during both phases of its implementation. Given the scope of this evaluation question, more than analyzing products or results related to each initiative, the objective is to present the dynamics of indicators related to the quality of psychosocial rehabilitation services comparing VISP and Non-VISP municipalities. The indicators that we use for this analysis are summarized in Table 8.

**TABLE 8. PSYCHOSOCIAL REHABILITATION INDICATORS USED IN EVALUATION QUESTION 1**

| INDICATOR                                                                                   | SOURCE    |
|---------------------------------------------------------------------------------------------|-----------|
| PAPSIVI Psychosocial Réhabilitation Perception Index                                        | MOH       |
| Percentage of victims who positively evaluate the service received (Psychosocial attention) | VL survey |

<sup>74</sup> Other indicators related to the access to psychosocial and physical rehabilitation services are analyzed in evaluation question 3.



**TABLE 8. PSYCHOSOCIAL REHABILITATION INDICATORS USED IN EVALUATION QUESTION 1**

|                                                                                   |           |
|-----------------------------------------------------------------------------------|-----------|
| Percentage of victims who positively evaluate the service received (ENTRELAZANDO) | VL survey |
|-----------------------------------------------------------------------------------|-----------|

|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| Percentage of victims who positively evaluate the service received (EREG) | VL survey |
|---------------------------------------------------------------------------|-----------|

### PAPSIVI PSYCHOSOCIAL REHABILITATION PERCEPTION INDEX

To provide a more detailed analysis of this index, the evaluation team requested these results to the MOH at the municipal level for 2013 – 2021 to make comparisons between VISP and non VISP municipalities; nevertheless, the institution only provided the data for the national level and for the period 2019 – 2021. As a result, we only analyze this information at the aggregate level gathering the results of the PAPSIVI performance evaluation together with the information provided by the MOH.

Exhibit 41 shows results for the PAPSIVI psychosocial rehabilitation perception index between 2017 and 2021 as registered in the PAPSIVI follow-up tool. This index summarizes victim's perception regarding how the psychosocial attention helped them to achieve the goals defined for their psychosocial care, using five phrases in which they assign a value between one and three, where one means that they consider that the attention helped them a little, two refers to a moderate effect, and three to an important effect. The final index result is presented in a scale from 1 to 10.

Between 2017 and 2021, the PAPSIVI psychosocial rehabilitation perception index was situated in a high level and evidenced an increase for the familiar modality passing from 8.7 to 9.1. This increase was similar to that observed in the individual modality, increasing from 8.8 to 9.2. In contrast, in the community attention the index fell from 9.1 to 8.

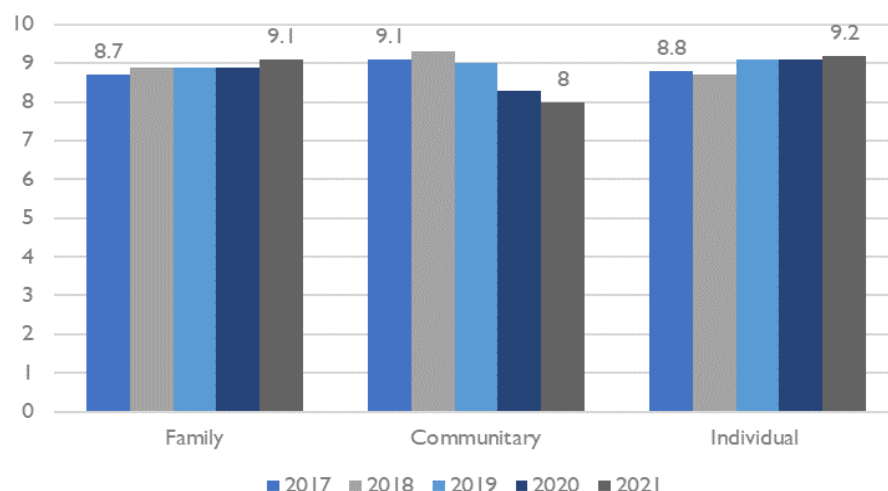


Exhibit 41. PAPSIVI Psychosocial Rehabilitation Perception Index.

SOURCE: MOH.

## VICTIMS WHO POSITIVELY EVALUATE PSYCHOSOCIAL SERVICES

The following analysis is performed using information from the VL survey in 2016 which included questions directed to victims who received psychosocial attention from PAPSIVI, EREG and Entrelazando<sup>75</sup>.

Although we do not have information to compare VISIP municipalities with non- VISIP territories given the limitations of the information captured by the survey, in 2016 more than 80 percent of surveyed victims responded that they were satisfied or completely satisfied with the service received.

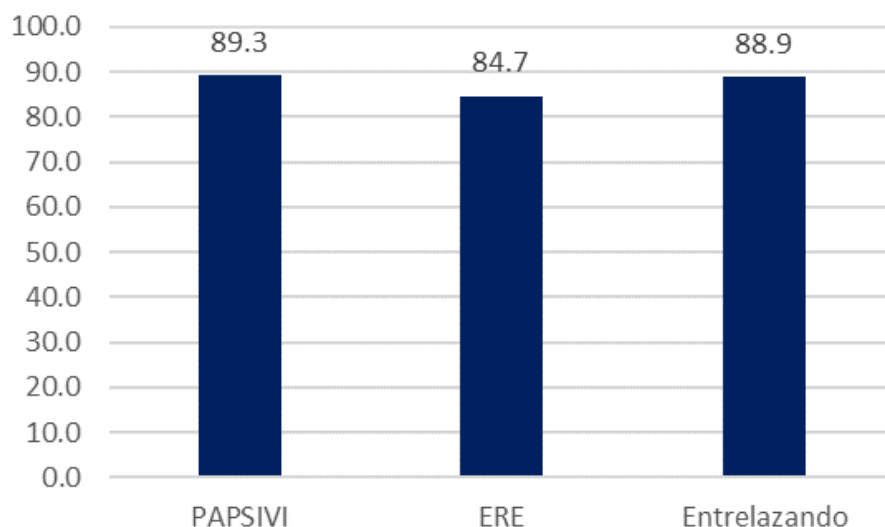


Exhibit 42. Percentage of victims who positively evaluate the service received in VISIP municipalities, 2016.

SOURCE: VL SURVEY

## PHYSICAL REHABILITATION

Along all its implementation period VISIP executed a project to establish and strengthen physical rehabilitation services (for persons with disabilities, especially victims) offered by public hospitals (State Social Enterprises) in prioritized municipalities. As a result, 29 hospitals received technical support and infrastructure investments in physical rehabilitation facilities to institutionalize the service provision and to effectively provide this service.

Indicators to analyze the improvement on physical rehabilitation services provided to victims are summarized in table 9. In this case, we use mainly information obtained from a digital survey applied by the evaluation team to public hospitals supported by VISIP and other public hospitals located in similar non VISIP municipalities.

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<sup>75</sup> In the evaluation design we projected to obtain these indicators for VISIP and non-VISIP surveyed municipalities, but the sample collected from people that received these services was lower than planned (53 percent), and therefore these results should be interpreted cautiously. Specifically, in the case of people that were part of these programs in the four control municipalities the sample collected only ascended to 15 and is not possible to obtain valid results for these territories and the planned comparison could not be done.

**TABLE 9. PSYCHOSOCIAL REHABILITATION INDICATORS USED IN EVALUATION QUESTION 1**

| INDICATOR                                                                                                                               | SOURCE         |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Percentage of victims who positively evaluate physical rehabilitation services                                                          | VL survey      |
| Percentage of health facilities with VISP interventions that continue with physical rehabilitation services                             | Digital Survey |
| Percentage of health facilities providing physical rehabilitation services                                                              | Digital Survey |
| Percentage of health facilities that report to have mechanisms to incorporate the differential approach in services they offer          | Digital Survey |
| Percentage of health facilities that use VIVANTO to identify victims                                                                    | Digital Survey |
| Percentage of health facilities with VISP interventions that report to link physical rehabilitation services to psychosocial attentions | Digital Survey |

### PERCENTAGE OF VICTIMS WHO POSITIVELY EVALUATE PHYSICAL REHABILITATION SERVICES

The following analysis was conducted using information from the VL survey in 2016 which included questions directed to victims who received physical rehabilitation services. The limitations of this information are the same explained in the previous section and we only count with the indicator for this year for VISP municipalities.

According to the survey, the result is similar to those obtained in the case of psychosocial services achieving and 84 percent of surveyed victims responding that they were satisfied or completely satisfied with the service received.

### PERCENTAGE OF HEALTH FACILITIES WITH VISP INTERVENTIONS THAT CONTINUE WITH PHYSICAL REHABILITATION SERVICES

As we mentioned earlier, to complement the analysis made with secondary sources we applied a digital survey to hospitals supported by VISP in relation to the delivery of physical rehabilitation services. The survey was applied to 27 hospitals supported by the program and to the same number of hospitals in similar municipalities not targeted by the program. This allows us to have a reference group to compare the results. After sending the survey, making telephone follow-up calls to get the highest number of answers, we received 21 surveys from hospitals supported by VISP (72 percent)<sup>76</sup> and 11 for the comparison ones (40 percent).<sup>77</sup>

About the sustainability of the physical rehabilitation services provided in health facilities supported by VISP, we found that while 95.2 percent continue to provide physical rehabilitation services, 5.8 percent of these institutions are not providing these anymore.

<sup>76</sup> The list of hospitals is presented in the ANNEX.

<sup>77</sup> Considering the low rate of response by hospitals not supported by VISP the comparison results could be biased, but the analysis conducted in question 3 using the number of attentions provided by these institutions according to information provided by the MOH support this positive results.

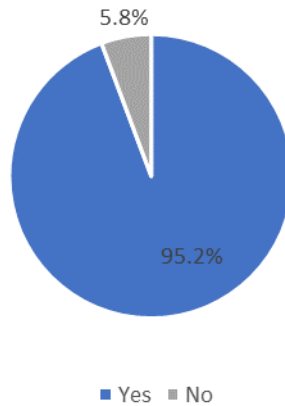


Exhibit 43. Percentage of health facilities with VISP support that continue to provide physical rehabilitation services.

SOURCE: DIGITAL SURVEY TO HEALTH FACILITIES

### PERCENTAGE OF HEALTH FACILITIES PROVIDING DIFFERENT PHYSICAL REHABILITATION SERVICES

For this indicator, computed as well with the digital survey to health facilities, we found that:

- 95.2 percent of VISP supported health facilities provide physiotherapy, while this number in non-supported institutions was 80 percent.
- 52.4 percent of VISP supported health facilities provide occupational therapy, while this number in non-supported institutions was 30 percent.
- 38.1 percent of VISP supported health facilities provide phono audiology therapy, this number in non-supported institutions was 30 percent.

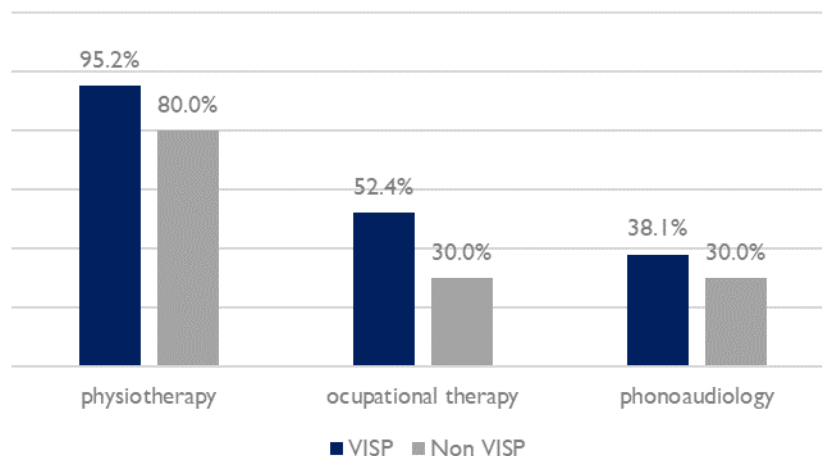


Exhibit 44. Percentage of VISP and non VISP health facilities providing different physical rehabilitation services.

SOURCE: DIGITAL SURVEY TO HEALTH FACILITIES

## PERCENTAGE OF HEALTH FACILITIES THAT REPORT HAVING MECHANISMS TO INCORPORATE THE DIFFERENTIAL APPROACH IN THE SERVICES THEY OFFER

For this indicator, computed as well with the aforementioned digital survey, we found that:

- While 85.7 percent of VISP supported health facilities report having mechanisms to incorporate the gender differential approach in their attention, this number in non-supported institutions was 63.6 percent.
- While 66.7 percent of VISP supported health facilities report having mechanisms to incorporate the ethnic differential approach in its attention, this number in non-supported institutions was 45.5 percent.
- While 71.4 percent of VISP supported health facilities report having mechanisms to incorporate the children and adolescents' differential approach in their attention, this number in non-supported institutions was 63.6 percent.
- While 85.7 percent of VISP supported health facilities report having mechanisms to incorporate the psychosocial differential approach in its attention, this number in non-supported institutions was 63.5 percent.

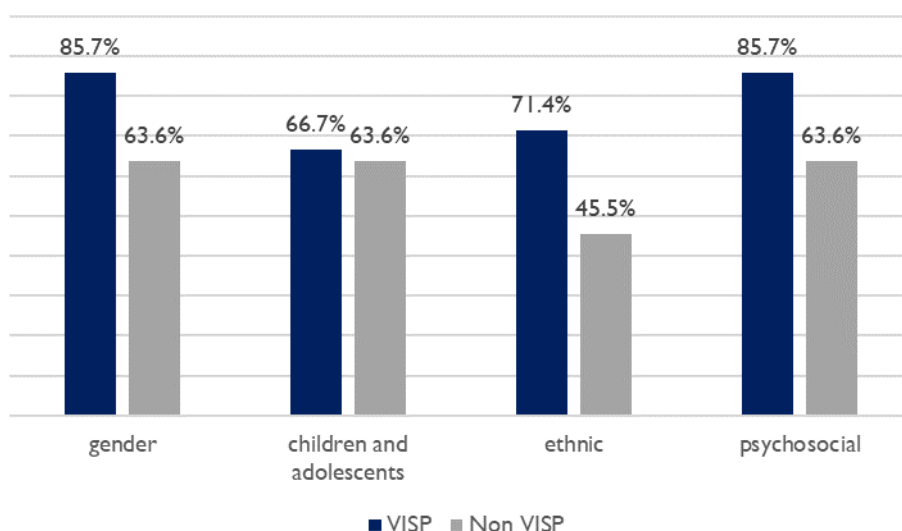


Exhibit 45. Percentage of health facilities that report to have mechanisms to incorporate the differential approach in offered services.

SOURCE: DIGITAL SURVEY TO HEALTH FACILITIES

## PERCENTAGE OF HEALTH FACILITIES THAT USE VIVANTO TO IDENTIFY VICTIMS

For this indicator we found that 33 percent of VISP supported health facilities use the VIVANTO system to identify victims, and this proportion was higher in the comparison institutions (45.5 percent), showing there is a margin of improvement in articulation of physical rehabilitation services with victims' attention.

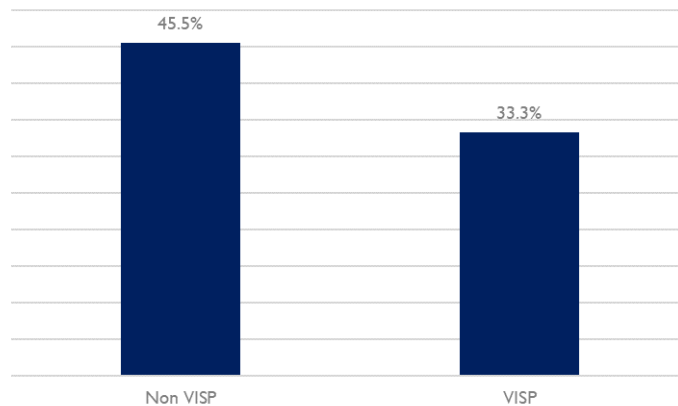


Exhibit 46. Percentage of health facilities that use VIVANTO to identify victims.

SOURCE: DIGITAL SURVEY TO HEALTH FACILITIES

#### PERCENTAGE OF HEALTH FACILITIES WITH VISP INTERVENTIONS THAT REPORT LINKING PHYSICAL REHABILITATION SERVICES TO PSYCHOSOCIAL ATTENTIONS

For this indicator, computed as well with the digital survey, we found that 52 percent of VISP supported health facilities report linking physical rehabilitation services with psychosocial services as PAPSIVI, ERE or Entrelazando, and this proportion was similar in the comparison institutions (45 percent), showing an existing margin of improvement in articulation of physical rehabilitation services with victims' attention.

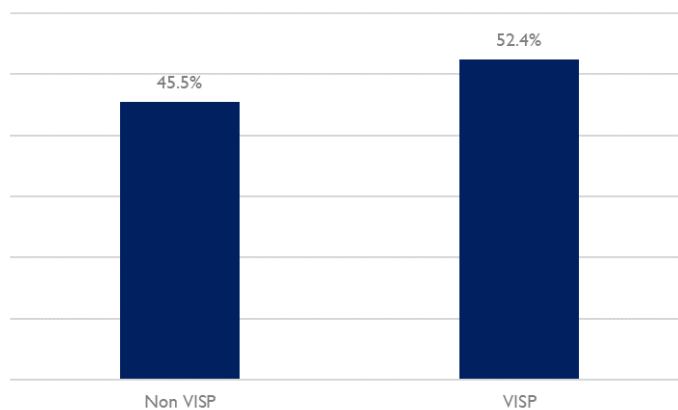


Exhibit 47. Percentage of health facilities with interventions that report linking physical rehabilitation services to psychosocial attentions.

SOURCE: DIGITAL SURVEY TO HEALTH FACILITIES

#### PERCENTAGE OF VICTIMS WHO CONSIDER THAT THE PROCESS TO ACCESS TO REHABILITATION SERVICES WAS CLEAR (CROSS-CUTTING)

Using the VL survey it is possible to obtain this indicator for 2016 and 2021 for VISP municipalities comprising psychosocial, psychological, and physical services. Although targeted territories vary from one year to another, five of them (Medellín, Apartadó, Riosucio, Popayán and Pasto) remain in the

targeted group along the full implementation period. As a result, an aggregate result of the indicator is computed and compared<sup>78</sup>.

Exhibit 48 presents the result for both program phases in VISIP municipalities. In both cases the percentage of victims who declared that the process to access the rehabilitation services was clear, was 83 percent for phase I and 93.2 percent for phase II. However, it is worth considering that these results are not entirely comparable, given the change in VISIP targeted territories from one phase to another.

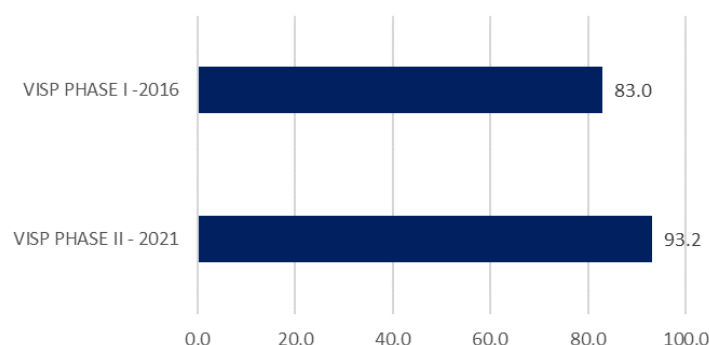


Exhibit 48. Percentage of victims who consider that the process to access rehabilitation services was clear.

SOURCE: IOMS VICTIMS LAW SURVEY – 2016 AND 2021.

We estimate the same indicator including only the five comparable territories. Results are presented in Exhibit 49. The percentage of victims who declared that the process to access the rehabilitation services was clear, increased in 8.6 percentage points, passing from 86.6 percent to 95.1 percent, evidencing a positive change in the perception of victims about this process, that could be associated to the improvement of processes related to rehabilitation services provision.

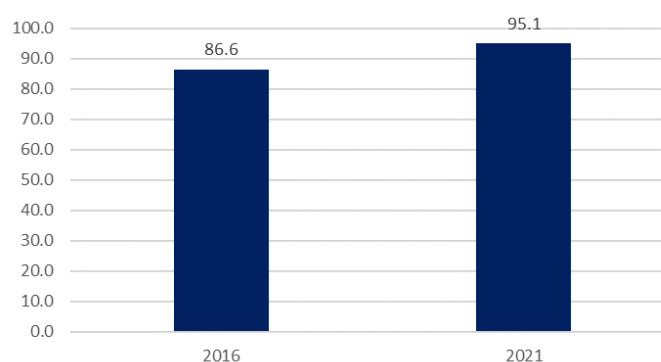


Exhibit 49. Percentage of victims who consider the process to access rehabilitation services clear in VISIP comparable municipalities.

SOURCE: IOMS VICTIMS LAW SURVEY – 2016 AND 2021.

<sup>78</sup> According to the analysis proposed in the evaluation design, the original idea was to obtain this indicator for Non VISIP municipalities that could have been used as a comparison group, but given that the question about the clarity of this process is only applied to those who access rehabilitation services, the sample collected in these territories is too small in both years to obtain representative results or to conduct an appropriate matching procedure. As a result, we only present the results for this indicator for VISIP municipalities omitting the PSM and DID analyses.

## OTHER REPARATION MEASURES: COMPENSATION

The initiatives directed to strengthen registry and identification processes of the victims have an impact in activities related to the prioritizing and assignment of administrative reparations (financial compensation). In addition to this, VISP also supported projects directly related to this reparation measure during both phases of the program.

For example, in the first phase, VISP supported the VU in the development and operationalization of the Companion Program, a strategy to offer guidance to victims who receive financial reparations, with the objective of recipients investing these resources in goods or services such as education, housing, income generation or land. During the second phase, the program developed other activities as the simplification of the documentation process to receive the compensation in targeted municipalities and supporting the Rapid Response Strategy through the strengthening of the compensation delivery mechanism<sup>79</sup>.

To identify improvements in the delivery of the financial compensation to victims we analyze the following indicators:

**TABLE 10. COMPENSATION INDICATORS USED IN EVALUATION QUESTION I**

| INDICATOR                                                                                                | SOURCE         |
|----------------------------------------------------------------------------------------------------------|----------------|
| Percentage of victims who consider that the process to receive the administrative compensation was clear | VL survey      |
| Number of financial reparation transfers sent by the VU                                                  | MONITOR and VU |
| Number of departments in which the Companion Program is operational                                      | MONITOR        |
| Number of indemnified victims who access the Companion Program                                           | VU             |

## PERCENTAGE OF VICTIMS WHO CONSIDER THAT THE PROCESS TO RECEIVE THE ADMINISTRATIVE COMPENSATION WAS CLEAR

Using the VL survey it is possible to obtain this indicator for 2016 and 2021 for VISP municipalities<sup>80</sup>.

Exhibit 50 presents the result for program phase in VISP targeted municipalities. In both cases the percentage of victims who received the compensation and declared that the process to access this reparation measure was clear, was above of 70 percent, although it should be mentioned that these results are not entirely comparable given the change in VISP targeted territories from one phase to another.

<sup>79</sup> For additional detail about this projects see: VISP-R3-I024 , VISP-R3-I391 and VISP-R3-I337.

<sup>80</sup> According to the analysis proposed in the evaluation design, the original idea was to obtain this indicator for Non VISP municipalities that could have been used as a comparison group, but given that the question about the clarity of the indemnization process is only applied to those who received the financial compensation and this measure has a low coverage, the sample collected in this territories is too small in both years to obtain representative results or to conduct an appropriate matching procedure. As a result, we only present the results for this indicator for VISP municipalities omitting the PSM and DID analyses.



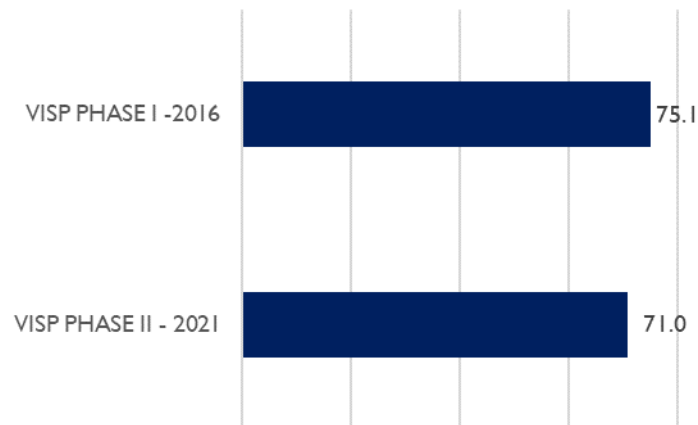


Exhibit 50. Percentage of victims who consider the process to receive the compensation clear.

SOURCE: IOMS VICTIMS LAW SURVEY – 2016 AND 2021.

We estimate the same indicator including only for the five comparable territories. Results are presented in Exhibit 51. In VIS P municipalities, that remain targeted over both phases, the percentage of victims who received the compensation and declared that the process to access this reparation measure was clear, decreased 21.5 percentage points, passing from 83.2 percent to 61.7 percent. This demonstrates a negative significant change in the perception of victims about this process, that could be associated to a reduction in the quality of the attention regarding this reparation measure and a lack sustainability of measures supported by VIS P.

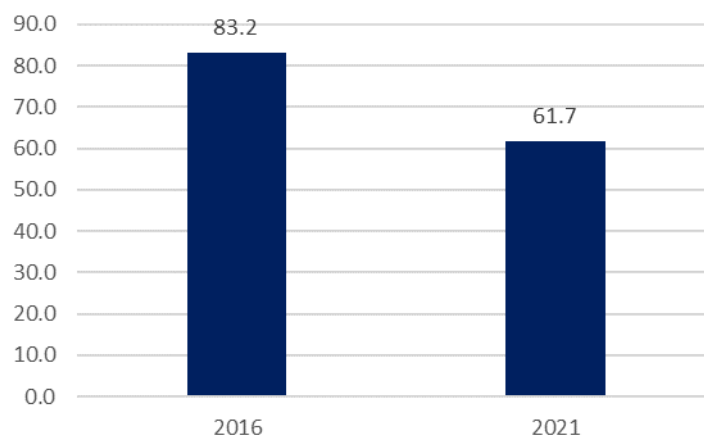


Exhibit 51. Percentage of victims who consider the process to receive compensation clear in VIS P comparable municipalities.

SOURCE: IOMS VICTIMS LAW SURVEY – 2016 AND 2021.

## NUMBER OF FINANCIAL REPARATION TRANSFERS SENT BY THE VICTIMS UNIT – MONITOR

VIS P included within AMELP indicators the number of compensations transferred to victims, setting yearly goals for the full implementation period. According to the data reported in MONITOR, the goals were reached for every year, achieving at least a 100 percent of fulfillment.

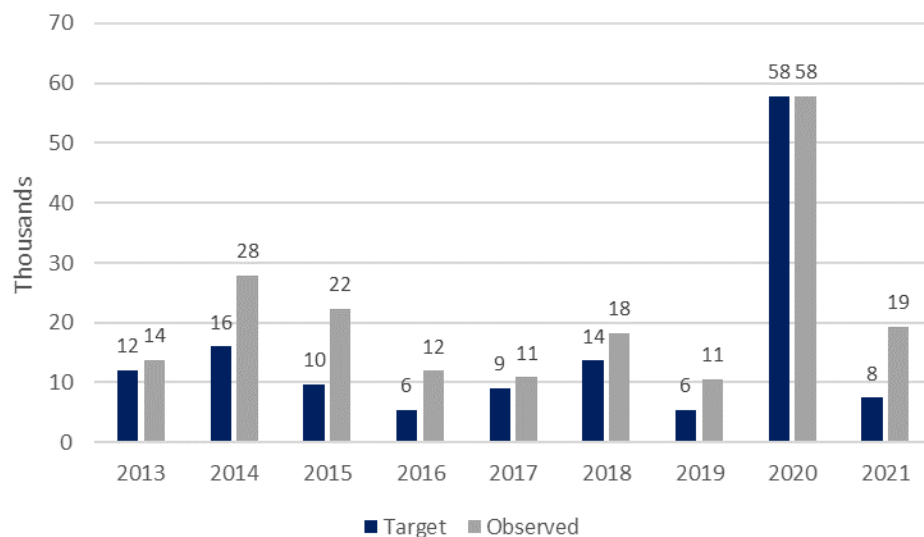


Exhibit 52. Number of financial reparation transfers sent by the VU in VISIP municipalities.

SOURCE: MONITOR.

In addition, as shown in Exhibit 53, when we analyze this data by gender, we encountered that over the period 2013-2016 (VISIP phase I) 66 percent of the compensations transferred were directed to women, this proportion for the period 2017 - 2021 was 53 percent.

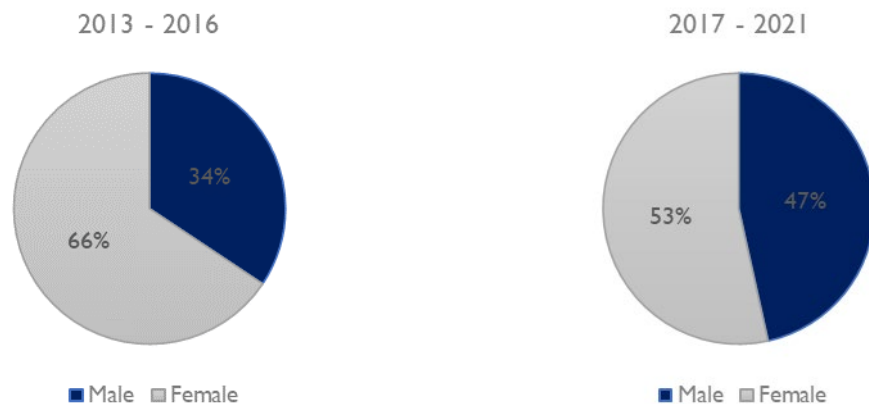


Exhibit 53. Distribution of financial reparation transfers sent by the Victims Unit in VISIP municipalities by gender.

SOURCE: MONITOR.

Regarding this analysis, we are aware that even if it is useful to have a broad picture of VISIP's performance in terms of the goals defined, the analysis is limited in terms of answering whether VISIP initiatives improved in some way the delivery of the administrative reparation measure. Nevertheless, although the initial idea was to analyze the dynamic of financial reparations at the municipal level, the VU did not provide the data at this disaggregation level, making it impossible to conduct a more detailed analysis.

## NUMBER OF INDEMNIFIED VICTIMS WHO ACCESS THE COMPANION PROGRAM

As we mentioned above, VISP supported the VU in the development and operationalization of the Companion Program over its first phase, a strategy to offer guidance to victims who receive financial reparations to invest these resources properly, setting as a goal operationalizing the program in five departments in 2015. According to the information reported in MONITOR, the goal was completely achieved, and the departments of Antioquia, Bolívar, Chocó, Magdalena and Nariño implemented the strategy in 2015.

The operationalization of the strategy implied that the indemnified victims developed a life plan, agreed to a companion strategy and accessed VU workshops on financial education, training replication, etc. and were referred to services such as higher education, housing, employment, lines in which they could voluntarily invest their compensation resources<sup>81</sup>.

Exhibit 54 summarizes information provided by the VU about the number of victims attending workshops in the implementation of the Companion Program. The data shows that the program reach the maximum number of attentions in 2016 with 77.8 thousand victims attending workshops. However, the program lost importance and reach only 7.3 thousand victims in 2020, even when according to information of the VU during this year the number of compensations reached its peak<sup>82</sup>.

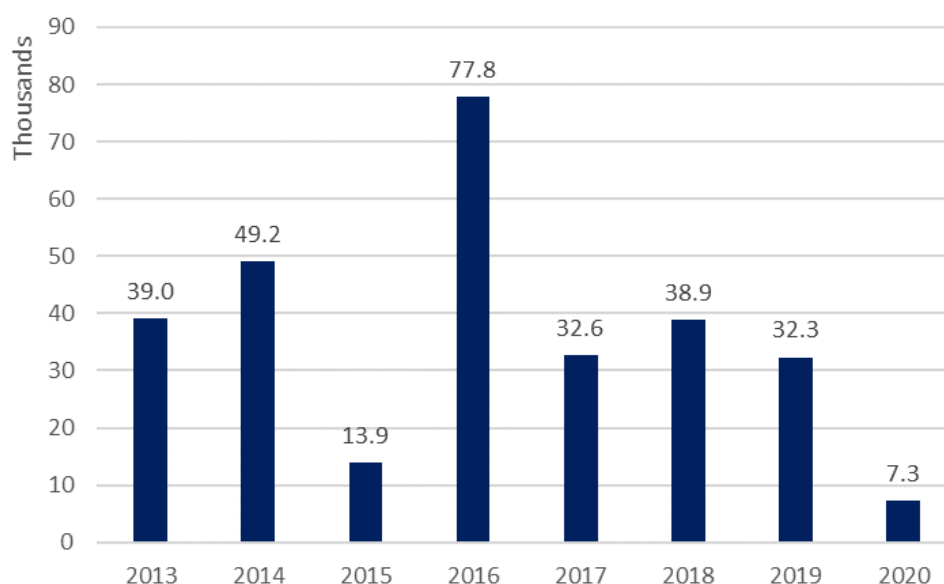


Exhibit 54. Number of victims that participate in workshops of the Companion Program.

SOURCE: VU.

<sup>81</sup> PIRS of the AMELP indicator “Number of departments in which the Companion Program is operational”.

<sup>82</sup> The initial idea was to compute coverage of the companion program, but the data sent is not restricted to the holder of the indemnization repairation measure and therefore for some years the number of people attending workshops is significantly higher than the number of indemnizations transferred. As a result is not possible to obtain reliable coverage rates.

OTHER REPARATION MEASURES: COLLECTIVE REPARATION PLANS

Along all the implementation period, VISP executed different projects to strength the route for collective reparation of the VU. During VISP’s first phase (2013 – 2015), activities aimed to optimize the route design and implementation were implemented, including the inclusion of the reconciliation approach, the training of public servants of territorial directorates of the VU in the use of collective reparation methodologies and tools, the support of organizations in their collective reparation processes and the implementation of 5 collective reparation plans in VISP municipalities.

Over VISP’s second phase (2016 – 2022), the activities supported by the program were mostly directed to the design of pedagogical tools for the formulation of the Integral Plans for Collective Reparation – PIRC using the MGA methodology, and the training of public servants of the Collective Reparations Directorate of the VU in this methodology. Other territorial targeted activities were executed to strength the technical capabilities of VISP municipalities (Túmaco and Policarpa) in the implementation of the collective reparation route. Nonetheless, for this period AMELP output or performance indicators were not defined, while for VISP’s first phase, there were indicators.

To identify improvements in the implementation of collective reparation plans to victims we analyze the following indicator<sup>83</sup>.

| TABLE 11. COLLECTIVE REPARATION INDICATORS USED IN EVALUATION QUESTION 1            |         |
|-------------------------------------------------------------------------------------|---------|
| INDICATOR                                                                           | SOURCE  |
| Level of development of collective reparation plans in VISP targeted municipalities | MONITOR |

LEVEL OF DEVELOPMENT OF COLLECTIVE REPARATION PLANS IN VISP TARGETED MUNICIPALITIES

The first level of analysis of VISP performance is to evaluate the results achieved in the AMELP indicator related to this reparation measure, for which is important to define the different levels of development of the collective reparation plans. Six levels were defined to indicate the level of development of the collective reparation plans: 1) the collective subject has been identified, 2) the collective subject has been approached, 3) feasibility analysis, 4) the collective damages have been identified, 5) identification of reparation measures, 6) budgeting of the reparation measures, 7) commitment of public and/or private partners to support the plan.

As we can see in table 12, VISP stablished as final goal that 5 collective reparation plans would reach level five of development (i.e., the plans are budgeted). VISP achieved an 80 percent of fulfillment of this goal reaching level 6 in 4 collective reparation plans. It should be mentioned that the levels of

<sup>83</sup> The projected analysis in the evaluation design included the following indicators: i) number of collective reparation plans approved, ii) number of collective reparations plans integrally implemented in the planned schedule for victims’ subjects to collective reparation or in the reparation collective plan, and iii) number of victims subject to collective reparation registered due to forced displacement. However, this information provided the VU in this field, was limited to Collective Reparation Subjects that attended the emotional recovery strategy Entrelazando, but not the one related to the collective reparation plans implementation.

development defined do not imply that the reparations plans were implemented, and therefore we will try to establish if those were effectively approved or implemented, with the analysis of other indicators included in this section.

**TABLE 12. LEVEL OF DEVELOPMENT OF COLLECTIVE REPARATION PLANS IN VISP TARGETED MUNICIPALITIES. TARGET AND OBSERVED RESULTS.**

| FISCAL YEAR | TARGET                                                                                                                                              | OBSERVED                                                                |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 2013        | 4 collective reparation subjects are approached (level 1)                                                                                           | 12 collective reparation plans are identified (Level 0)<br>2 in Level 1 |
| 2014        | 5 collective reparation subjects have a feasibility analysis and the collective damages, and the reparation measures have been identified (level 4) | 1 in Level 0<br>1 in Level 1<br>1 in Level 2<br>2 in Level 5            |
| 2015        | 5 collective reparations plans have a Budget (Level 5), and 3 of them have committed partners (Level 6)                                             | 1 in Level 0<br>1 in Level 2<br>1 in Level 3<br>4 in Level 6            |
| LOP         | 5 collective reparations plans have a budget (Level 5), and 3 of them have committed partners (Level 6)                                             | 4 in Level 6                                                            |

SOURCE: PIRS INDICATOR, VISP AMELP REPORT.

## OTHER REPARATION MEASURES: CROSS-CUTTING ANALYSIS

Another way to approximate us to answer in which measure VISP improved the assistance and service provision toward victims is to analyze information that comprehend the integral reparation measures in an aggregated manner. Using the VL survey it is possible to obtain the percentage of victims who are aware of reparation measures, indicators that can be understood as a proxy of an adequate socialization of victim's public policy in matters related to the reparation component of the VL. Although this indicator reflects results of activities conducted to communicate the VL's reach, we analyzed it here where we are discussing this topic, while other indicators related to socialization tasks will be analyzed later in this chapter.

## PERCENTAGE OF VICTIMS AWARE OF REPARATIONS MEASURES

We found that in 2016, the percentage of victims aware of reparations measures was higher in territories targeted by the program (38 percent), when the comparison is made with victims that have similar socioeconomic characteristics, in non VISP territories (19 percent).

In 2021, VISP's second phase municipalities revealed a higher percentage of victims as well aware of reparations measures than the comparison group (51.3 percent vs 40 percent).

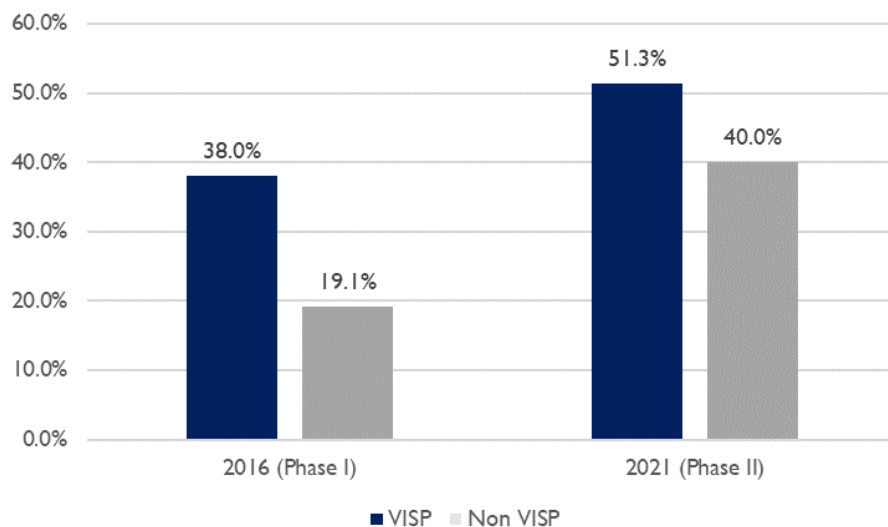


Exhibit 55. Percentage of victims aware of reparations measures, 2016 - 2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

Finally, using the information for those municipalities that remain during the two VISP phases, we can analyze the evolution of this indicator over the second phase of the program, to evaluate the sustainability of the results.

Between 2016 and 2021 VISP comparable municipalities revealed an increase as well in the percentage of victims aware of reparation measures that passed from 40.2 percent to 49.8 percent. Nevertheless, this change was lower than the increase evidenced in the comparison group where this proportion grew almost 18 percent percentage points.

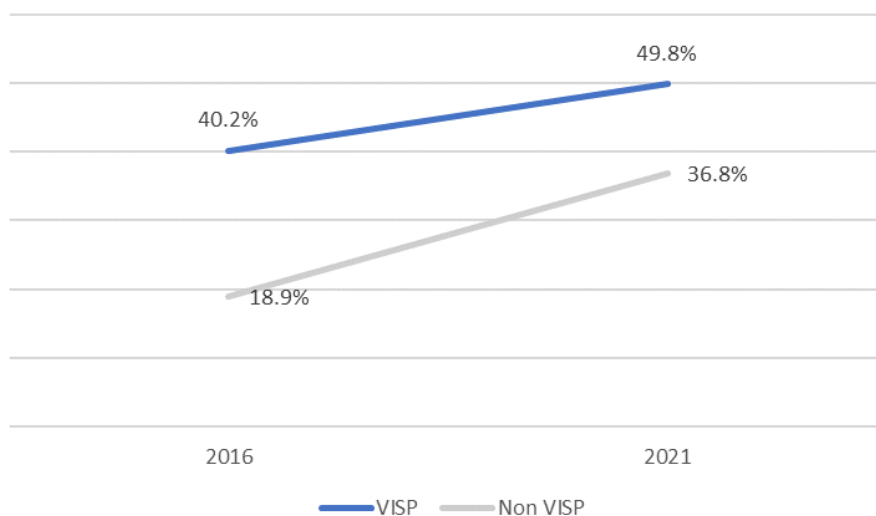


Exhibit 56. Percentage of victims aware of reparation measures, 2016 - 2021. VISP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

## SATISFACTION AND NON-REPETITION MEASURES: HISTORICAL MEMORY

Along all of VISIP's implementation period the program executed different projects to strengthen the CNMH to provide support to local memory initiatives. Over VISIP's first phase (2013 – 2015) activities included: establishing a base line of memory initiatives and to identify technical and financial supports from the private sector and the international cooperation, the development of tools for the planning, management and evaluation of actions of the CNMH, the teaching and social appropriation of memory reports and systematization of experiences, and the promotion of local capacities for the development of actions aimed at the reconstruction of historical memory, among others. For this phase VISIP defined two AMELP indicators related to the support of grass-root initiatives and the population awareness on truth and historical memory. Over VISIP's second phase (2016 – 2022), the program extended the execution of one project to strength the National Observatory of Memory and Conflict, but did not define AMELP indicators and goals related to historical memory initiatives.

To identify results related to the building of historical memory we analyze the following indicators.

**TABLE 13. HISTORICAL MEMORY INDICATORS USED IN EVALUATION QUESTION I**

| INDICATOR                                                                                                  | SOURCE    |
|------------------------------------------------------------------------------------------------------------|-----------|
| Number of historical memory and truth grassroots initiatives supported by the CNMH in VISIP municipalities | MONITOR   |
| Percentage of awareness in historical memory                                                               | VL survey |

### NUMBER OF HISTORICAL MEMORY AND TRUTH GRASSROOTS INITIATIVES SUPPORTED BY THE CNMH IN VISIP MUNICIPALITIES

As we mentioned earlier, one of the AMELP indicators to measure progress in this area was the number of initiatives carried out by groups that emerged from victimized communities to promote different activities at the local level (grassroots) in historical memory and truth in territories targeted by the program. Between 2013 and 2016, VISIP supported 28 grassroots initiatives surpassing the goal set by 4, that result in a fulfillment of 116 percent.

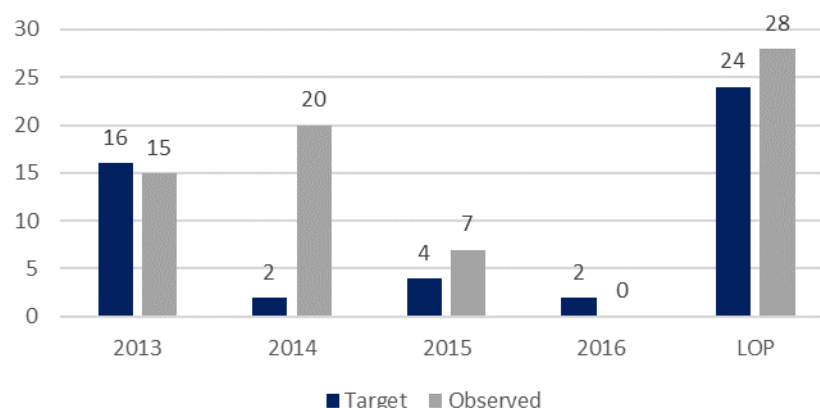


Exhibit 57. Number of historical memory and truth grassroots initiatives supported by the CNMH in VISIP municipalities.

SOURCE: MONITOR

## PERCENTAGE OF AWARENESS OF HISTORICAL MEMORY

We found that in 2016, the percentage of victims aware of historical memory initiatives in VISP municipalities and in the comparison group reached a low-level 4.1 percent and 4.9 percent respectively. These results indicate a limited territorial reach of CNMH initiatives in municipalities reached by the program. In 2021, although relatively higher, this proportion remain in low levels in VISP's second phase municipalities (5.7 percent) and in the comparison group (3.2 percent).

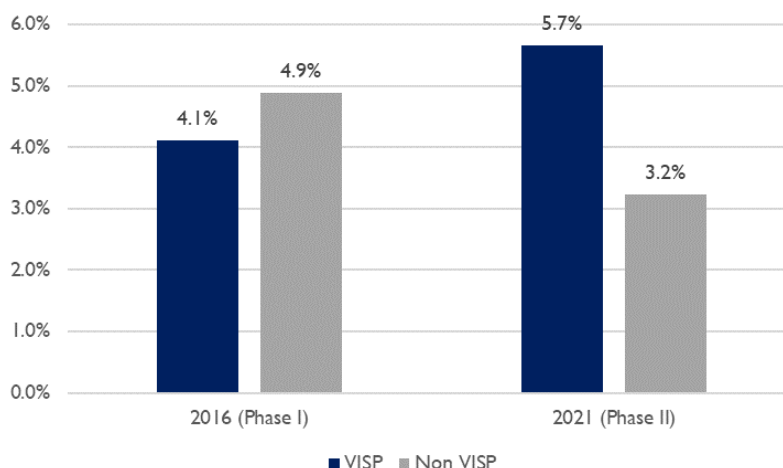


Exhibit 58. Percentage of victims aware of historical memory initiatives, 2016 -2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

Finally, using the information for those municipalities that remain in the groups for the two VISP phases we can analyze the evolution of this indicator over the second phase of the program, to evaluate the sustainability of the results.

Between 2016 and 2021, In VISP comparable municipalities the percentage of victims aware of historical memory evidenced a moderate increase passing from 3 percent to 4.4 percent, while in the comparison group inversely showed a moderate fall passing from 4.3 percent to 3 percent.

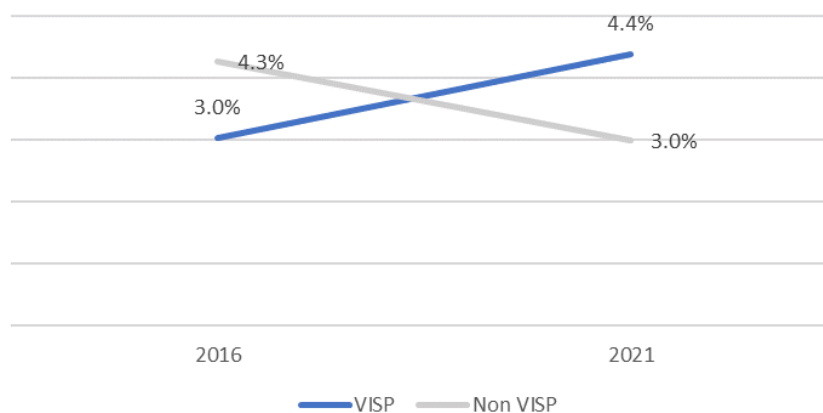


Exhibit 59. Percentage of victims aware of historical memory initiatives. VISP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY



VICTIMS' PARTICIPATION

Some of the most strategic initiatives carried out by VISP at the territorial level were related to the strengthening of victim’s participation and the operationalization of mechanisms and spaces designed to guarantee it. Over the program’s first phase, VISP executed several projects that contributed to the dissemination and socialization of the Protocol for the Effective Participation of Victims, the promotion of the process of registration and the elections of the Effective Participation Roundtables, the strengthening of the system of participation of victims and their organizations in dialogue spaces stablished by the VL, the strengthening of UV’s Participation Sub Directorate through mechanisms and tools that allow the participation of victims, among others.

Over the program’s second phase, VISP maintained the support to the operability of the participation protocol and the functioning of the roundtables for the effective participation of victims, extending its activities to the participation of victims in PDET spaces derived from the peace accord.

About this dimension, it should be noted that the support to victims’ participation was one of the topics that remain prioritized over the two phases of the program, and as a result the AMELP indicator defined to track the progress in this ambit “Number of municipalities that develop actions for the Implementation of the participation protocol” has goals for the period 2014 to 2020.

To identify VISP results in victims’ participation we analyze the following indicators.

| TABLE 14. VICTIMS’ PARTICIPATION INDICATORS USED IN EVALUATION QUESTION I                          |            |
|----------------------------------------------------------------------------------------------------|------------|
| INDICATOR                                                                                          | SOURCE     |
| Number of municipalities that develop actions for the Implementation of the participation protocol | MONITOR    |
| Percentage of victims who report participation in victims’ roundtables or victims’ organizations   | VL survey. |

NUMBER OF MUNICIPALITIES THAT DEVELOP ACTIONS FOR THE IMPLEMENTATION OF THE PARTICIPATION PROTOCOL

According to results reported in MONITOR, in this AMELP indicator was observed a 100 percent of fulfillment given the fact that VISP initiatives in this matter, covered the 22 targeted municipalities at the end of the period. This indicator reflects as well that the reach of victim’s participation initiatives at the territorial level, over 2015 and 2016 was limited to a low number of VISP territories, reaching only the municipalities of la Montañita, Cartagena del Chairá, Popayán, Montería y Tierralta, while after 2016 the goal defined extended to all VISP municipalities.

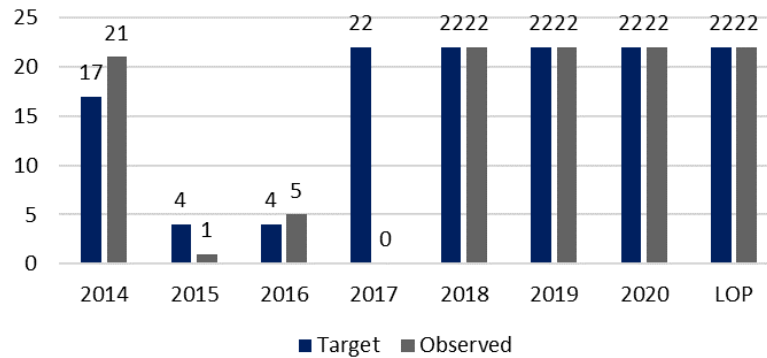


Exhibit 60. Number of municipalities that develop actions for the Implementation of the participation protocol.

SOURCE: MONITOR

### PERCENTAGE OF VICTIMS WHO REPORT PARTICIPATION IN VICTIMS' ROUNDTABLES OR VICTIMS' ORGANIZATIONS

The VL survey included a question about the participation of the victims in roundtables or organizations that is useful to analyze this dynamic in VISP municipalities. Although the question was included in 2016 and 2021, in the first round of the survey the information is not reliable, as from the sample of 4,857 individuals, this question only has information for 158 victims where four of them declared to participate in these spaces and the remain 154 answered negatively, for the other 4669 victims the database contains missing values<sup>84</sup>; for this reason, it is only possible to analyze results for 2021.

We found that in 2021, the percentage of victims who report participation is higher in VISP municipalities (10.8 percent), when the comparison is made with victims that have similar socioeconomic characteristics, in non VISP territories (5.3 percent).

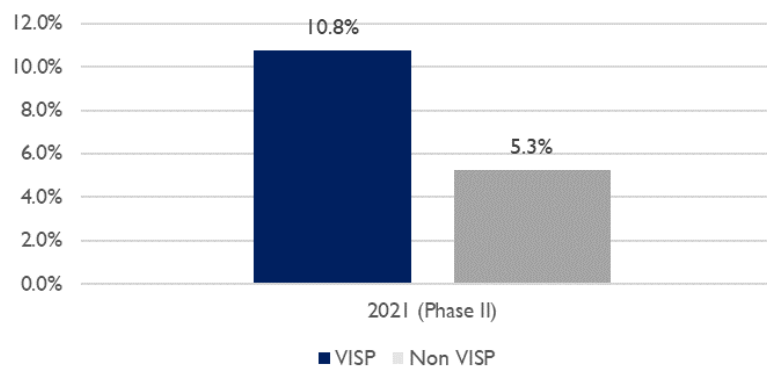


Exhibit 61. Percentage of victims who report participation in victims' roundtables or victims' organizations – 2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

<sup>84</sup> A consultation was made to IOM about this situation, and they explained that the missing values corresponded as well to negative answers. Nevertheless, comparing this data to the results of 2021 it is more probable that the information for this question was not collected in a proper way in 2016.

## INCLUSION OF THE DIFFERENTIAL APPROACH: ETHNIC GROUPS

Over the program's first phase, activities to promote the participation of ethnic groups in the committees for transitional justice were implemented in conjunction with other actions to increase the incidence of this groups in planning instruments at the municipal level. Specifically, VISP executed projects aimed to the incorporation of the ethnic approach in terms of participation of ethnic subjects in VISP Departments (Magdalena, Antioquia, Sucre, Córdoba, Chocó and Bogotá), and the strengthening of processes of participation and incidence of ethnic victims in the planning of the territorial entities, among others.

As a result, the program established goals to track the advance in this matter in the AMELP plan, including an outcome indicator “Percentage of municipal Transitional Justice Committees (CJT) with afro descendant and indigenous authorities” that we use to analyze this dimension.

As shown in Exhibit 62, VISP established as goal to achieve 33 percent of CJT's including afro descendant and indigenous authorities from 2014 to 2016. In the case of afro descendant authorities over these three years there was a 139 percent target fulfillment and in the case of indigenous authorities, it reached 85 percent of fulfillment.

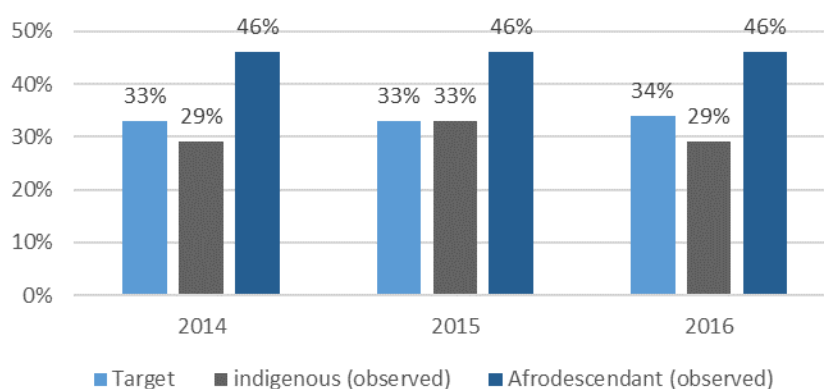


Exhibit 62. Percentage of municipal Transitional Justice Committees (CJT) with afro descendant and indigenous authorities.

SOURCE: MONITOR.

## INCLUSION OF THE DIFFERENTIAL APPROACH: VICTIMS OF SEXUAL VIOLENCE

Over its first implementation phase, VISP carried out several actions to strengthen attention routes and comprehensive reparations with female victims of sexual violence, including the training of civil servants on topics related to victims' rights and attention and reparation routes, the strengthening of base organizations for emotional welcoming and accompaniment in the declaration and legal reporting processes for victims of sexual violence, the legal reporting and declaration sessions of sexual violence cases; and social mobilization in terms of consciousness on the crime of sexual violence against women in the armed conflict.

In the second phase of the program VISP continued to support initiatives in this matter, with the execution of projects aimed to the information management of the experiences supported by VISP for the reparation of victims of sexual violence in the context of the conflict, the strengthening of the Ombudsman's Office for the care and guidance of victims of sexual violence, local support for the

implementation of the VU strategy in favor of victims of sexual violence, and the dissemination and public socialization of the results of the National Report on Sexual Violence in the Armed Conflict.

To identify VISP's results in this field we analyze the following indicators.

**TABLE 15. VICTIMS' PARTICIPATION INDICATORS USED IN EVALUATION QUESTION I**

| INDICATOR                                                                                                                                     | SOURCE     |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Number of VISP municipalities that have strengthened attention and reparation routes for female victims of sexual violence (VISP first phase) | MONITOR    |
| Number of victims of sexual violence who participate in the comprehensive reparation strategy (VISP second phase)                             | MONITOR    |
| Percentage of awareness on sexual violence and victims' rights in VISP target municipalities                                                  | VL survey. |

#### NUMBER OF VISP MUNICIPALITIES THAT HAVE STRENGTHENED ATTENTION AND REPARATION ROUTES FOR FEMALE VICTIMS OF SEXUAL VIOLENCE

This indicator measures the number of targeted municipalities that developed actions described earlier in this section between 2014 and 2016. For the first two years, the goals were fulfilled reaching three targeted municipalities (Montería, Apartadó y Turbo) in 2014, while in 2015 the goal increased to 16 territories, reaching 21 overpassing the planned result. Nevertheless in 2016, the percentage of fulfillment was 57 percent, evidencing difficulties in the execution of the action plan of the program in this field.

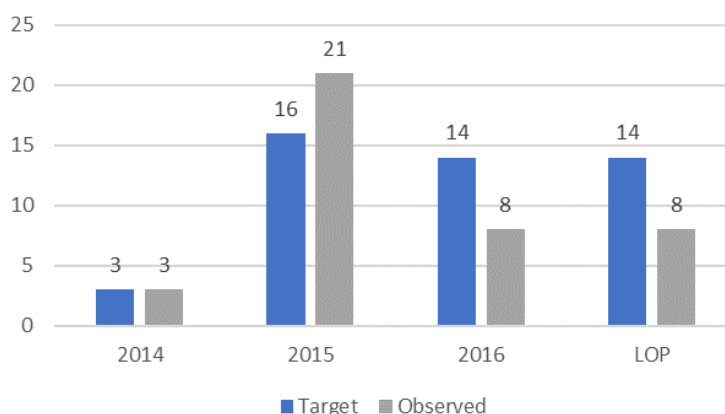


Exhibit 63. Number of VISP municipalities that have strengthened attention and reparation routes for female victims of sexual violence.<sup>85</sup>

SOURCE: MONITOR.

<sup>85</sup> For the cumulative result (LOP) in the PIRS of the indicator is referenced the same result of 2016.

## NUMBER OF VICTIMS OF SEXUAL VIOLENCE PARTICIPATING IN THE COMPREHENSIVE REPARATION STRATEGY

This indicator measures the number of beneficiaries of a strategy in charge of the VU that sought to open spaces for construction and dialogue between participants, as well as to strengthen life projects within a three-month period. The indicator is calculated for seven VISIP municipalities where the strategy was developed (Medellín, Apartadó, Florencia, Popayán, Quibdó, Pasto y Montería). Although the indicator revealed a percentage of fulfillment above 85 percent in 2017 and 2018, in 2019 the VU decided to put the strategy in stand-by truncating the advance in the attention, and overall, the goal established for these years, reached only 60 percent.

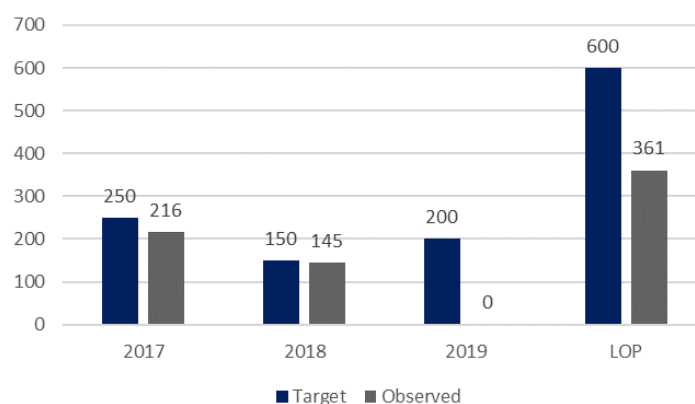


Exhibit 64. Number of victims of sexual violence participating in the comprehensive reparation strategy.

SOURCE: MONITOR.

## PERCENTAGE OF AWARENESS OF SEXUAL VIOLENCE AND VICTIMS' RIGHTS

We found that in 2016, the percentage of victims aware of sexual violence is moderately higher in VISIP municipalities (44.9 percent), when the comparison is made with victims that have similar socioeconomic characteristics in non VISIP territories (43 percent). In 2021, this percentage was relatively lower in VISIP territories (62.6 percent vs 63.9 percent).

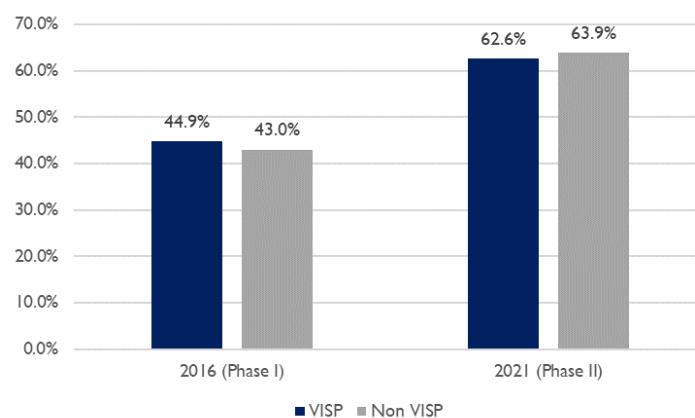


Exhibit 65. Percentage of awareness of sexual violence and victims' rights, 2016-2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

Using the information for those municipalities included in both of VISIP's phases, we can analyze the evolution of this indicator to evaluate the sustainability of the results.

Between 2016 and 2021 in VISIP comparable territories the proportion of victims aware of sexual violence passed from 44.7 percent to 62.3 percent, showing a similar dynamic in non VISIP territories where this proportion increased from 44.5 percent to 65.2 percent, revealing a generalized growth in the awareness of sexual violence that transcends VISIP targeted territories.

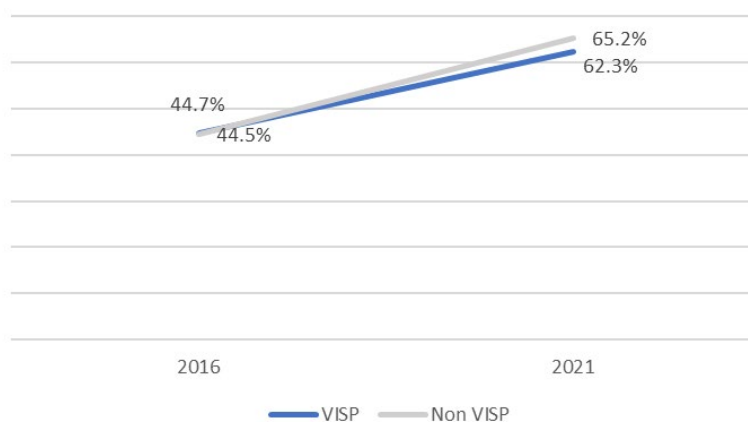


Exhibit 66. Percentage of awareness of sexual violence and victims' rights, 2016 - 2021. VISIP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

### INCLUSION OF THE DIFFERENTIAL APPROACH: DISABILITY

During its first phase VISIP executed a project to strengthen and increase the reporting of the disability condition of victims in the RUV, the Plan of Attention, Attention and Comprehensive Reparation PAARI, the Registry of Location and Characterization of Persons with Disabilities (RLCPD) and the registry of mine victims of the Presidential Program for Action against Mines (IMSMA - PAICMA). The project including training of public officials, reparations liaisons, along with other contractors, in identifying and evaluating disabilities as well as in the use of the RLCPD database, it also included the design and implementation of a communication campaign targeting disabled victims and their families, and another campaign targeting public officials and reparations liaisons responsible for supporting the registration process.

In this context, to analyze the final effect of this activity we analyze information provided by the VU to determine if the number of victims registered in the RLCPD experienced an increase between 2013 and 2019 at the national level and in VISIP municipalities targeted by the project (Medellín, Apartadó, Turbo, Cartagena, Popayán, Quibdó, Riohacha and Santa Marta)<sup>86</sup>, for this analysis we use the proportion of people registered in the RLCPD included in the RUV.

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<sup>86</sup> In 2020 the RLCPD suffered changes in the validation and certification process to include people in its database and therefore the data for this year is not comparable and we exclude it from the analysis.

We found that the proportion of people registered in RLCPD that is also included in the RUV increased 3.4 percentage points between 2013 and 2019 passing from 4.1 percent to 7.5 percent. In VISP municipalities targeted by the project, this proportion increased 5 percentage points, passing from 3 percent to 8 percent in the same period. The following picture shows that the gap between VISP and national level percentages closed.

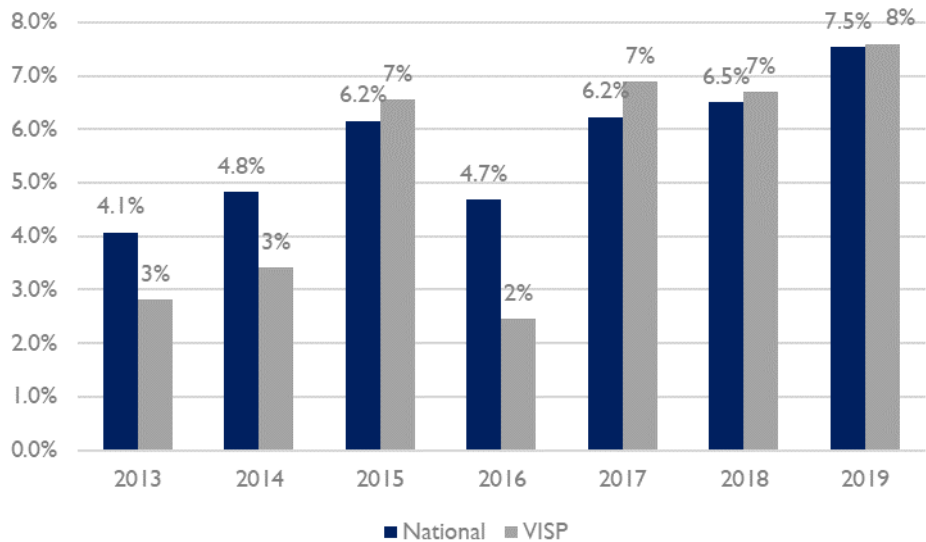


Exhibit 67 . Proportion of people registered in the RLCPD included in the RUV, 2013 – 2019.  
 SOURCE: EVALUATION TEAM WITH VL SURVEY

DECENTRALIZATION OF VICTIMS LAW: STRENGTHENING LOCAL ENTITIES CAPACITIES

Throughout all of VISP’s implementation period, the program worked with the Ministry of Interior in the design and implementation of a model to strengthen local capacities to implement the VL. This initiative was executed in seven phases between 2016 and 2021, incorporating progressively in each phase different municipalities, reaching 81 local mayors’ offices in 24 departments (table 16).

| TABLE 16. MUNICIPALITIES REACHED BY THE MODEL TO STRENGTHEN LOCAL CAPACITIES TO IMPLEMENT THE VL BY PHASE |                    |                    |
|-----------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| PHASE                                                                                                     | DEPARTAMENT        | MUNICIPALITIES     |
| Phase I (2016 Semester I – 2017 Semester II)                                                              | La Guajira         | San Juan del César |
|                                                                                                           | La Guajira         | Dibulla            |
|                                                                                                           | Chocó              | Istmina            |
|                                                                                                           | Norte de Santander | Convención         |
|                                                                                                           | Norte de Santander | Tibú               |
|                                                                                                           | Sucre              | San Onofre         |
|                                                                                                           | Sucre              | Ovejas             |

**TABLE 16. MUNICIPALITIES REACHED BY THE MODEL TO STRENGTHEN LOCAL CAPACITIES TO IMPLEMENT THE VL BY PHASE**

| PHASE                                            | DEPARTAMENT  | MUNICIPALITIES          |
|--------------------------------------------------|--------------|-------------------------|
| Phase 2 (2017 Semester I<br>– 2017 Semester II)  | Putumayo     | Orito                   |
|                                                  | Putumayo     | Valle del Guamez        |
|                                                  | Bolívar      | Cantagallo              |
|                                                  | Bolívar      | Simití                  |
|                                                  | Bolívar      | San Pablo               |
|                                                  | Cauca        | Argelia                 |
|                                                  | Cauca        | El Tambo                |
|                                                  | Cauca        | Guapi                   |
|                                                  | Meta         | Uribe                   |
|                                                  | Meta         | Mapiripán               |
|                                                  | Meta         | Vista Hermosa           |
|                                                  | Nariño       | Roberto Payán           |
|                                                  | Nariño       | Samaniego               |
|                                                  | Córdoba      | Puerto Libertador       |
|                                                  | Córdoba      | San Bernardo del Viento |
|                                                  | Córdoba      | Tierralta               |
|                                                  | César        | San Alberto             |
|                                                  | César        | La Paz                  |
| Phase 3 (2017 Semester II<br>– 2018 Semester I)  | Cundinamarca | Caparrapí               |
|                                                  | Cundinamarca | Cabrera                 |
|                                                  | Guaviare     | Miraflores              |
|                                                  | Guaviare     | San José del Guaviare   |
|                                                  | Casanare     | Sácama                  |
|                                                  | Casanare     | Trinidad                |
|                                                  | Antioquia    | Segovia                 |
| Phase 4 (2017 Semester II<br>– 2018 Semester II) | Antioquia    | Anorí                   |
|                                                  | Antioquia    | Dabeiba                 |



**TABLE 16. MUNICIPALITIES REACHED BY THE MODEL TO STRENGTHEN LOCAL CAPACITIES TO IMPLEMENT THE VL BY PHASE**

| PHASE                                           | DEPARTAMENT     | MUNICIPALITIES   |
|-------------------------------------------------|-----------------|------------------|
|                                                 | Antioquia       | Ituango          |
|                                                 | Antioquia       | Remedios         |
|                                                 | Antioquia       | Vigia del Fuerte |
|                                                 | Cauca           | Caldono          |
|                                                 | Cauca           | Buenos Aires     |
|                                                 | Cauca           | Miranda          |
|                                                 | Nariño          | Policarpa        |
|                                                 | Caquetá         | San Vicente      |
| Phase 5 (2018 Semester II<br>– 2020 Semester I) | Antioquia       | Cáceres          |
|                                                 | Antioquia       | Zaragoza         |
|                                                 | Antioquia       | El Bagre         |
|                                                 | Arauca          | Puerto Rondón    |
|                                                 | Arauca          | Cravo Norte      |
|                                                 | Caldas          | Aguadas          |
|                                                 | Caldas          | Pensilvania      |
|                                                 | Magdalena       | Guamal           |
|                                                 | Magdalena       | Zona Bananera    |
|                                                 | Quindío         | Montenegro       |
|                                                 | Risaralda       | Pueblo Rico      |
|                                                 | Santander       | El Playón        |
|                                                 | Santander       | Puerto Wilches   |
|                                                 | Tolima          | Cunday           |
|                                                 | Tolima          | Roncesvalles     |
|                                                 | Valle del Cauca | Bugalagrande     |
|                                                 | Valle del Cauca | Roldanillo       |
| Phase 6 (2019 Semester I<br>– 2020 Semester II) | Antioquia       | Briceño          |
|                                                 | Antioquia       | Carepa           |

**TABLE 16. MUNICIPALITIES REACHED BY THE MODEL TO STRENGTHEN LOCAL CAPACITIES TO IMPLEMENT THE VL BY PHASE**

| PHASE                                          | DEPARTAMENT     | MUNICIPALITIES         |
|------------------------------------------------|-----------------|------------------------|
|                                                | Caquetá         | Albania                |
|                                                | Caquetá         | Belén de los Andaquíes |
|                                                | Cauca           | Corinto                |
|                                                | Chocó           | Condoto                |
|                                                | Chocó           | Nóvita                 |
|                                                | Córdoba         | San José de Uré        |
|                                                | Córdoba         | Valencia               |
|                                                | Nariño          | Leiva                  |
|                                                | Nariño          | Ricaurte               |
|                                                | Valle del Cauca | Trujillo               |
| Phase 7 (2020 Semester I<br>– 2021 Semester I) | Antioquia       | Chigorodó              |
|                                                | Antioquia       | Necoclí                |
|                                                | Bolívar         | María La Baja          |
|                                                | Bolívar         | San Jacinto            |
|                                                | Chocó           | Riosucio               |
|                                                | Cundinamarca    | Pacho                  |
|                                                | Cundinamarca    | San Antonio de Yacopí  |
|                                                | Cundinamarca    | Viotá                  |
|                                                | Valle del Cauca | Buenaventura           |
|                                                | Valle del Cauca | Dagua                  |

SOURCE: IOM.

The execution of each phase was done through the implementation of a four-step procedure that initiated with i) the diagnosis of institutional capabilities of the municipality, followed by the ii) formulation of a strengthening project for each mayor's office, iii) its implementation, and iv) the verification of results. The initiative targeted the institutional capability to implement VL in four dimensions: technical capability, administrative capability, management capabilities and coordination capability, that we explain below.

- *Technical capacity*: institutionalization of Victims Public Policy (VPP) regarding the adequacy of procedures and functions manuals, existence of a dependency in charge of VPP, human resources

and level of technical training, functioning of the Transitional Justice Committee (CTJT), and the current state of planning tools (Territorial Action Plans and strategic action plans of the VPP).

- *Administrative capacity*: existence of adequate and exclusive spaces to victims' attention with the necessary endowments.
- *Management capacity*: existence of procedures to identify and use strategic information (risk factors, victims' universe and characteristics, management of information to report in Information systems and use of the local management tool (HGL).
- *Coordination capacity*: existence of guarantees for the victims' roundtables participation and its work plan, articulation with public and private stakeholders of VPP at the national, departmental, and municipal level and existence of management of investment projects that intends to improve victims' attention.

To measure advances in these four dimensions, IOM designed an *index of capacity to implement victims' law* that provided us straightforward information to evaluate results of the tasks conducted in this matter.

#### INDEX OF CAPACITY TO IMPLEMENT VICTIMS' LAW: AGGREGATE RESULTS

Analyzing the aggregate index (with exception of the first phase, due to methodological changes), the numbers show a rise of the institutional capacity in each phase that in average represented a 21.8 percentage point increase and a percentage increase of 54.6 percent. The highest increase in the index was evidenced during the second phase of the project, when the index grew 30.4 points with a percentage growth of 119 percent, while the smallest change (excluding phase I) was observed during the third phase when the difference was of 17.1 points that represented a growth rate of 30.9 percent.<sup>87</sup>

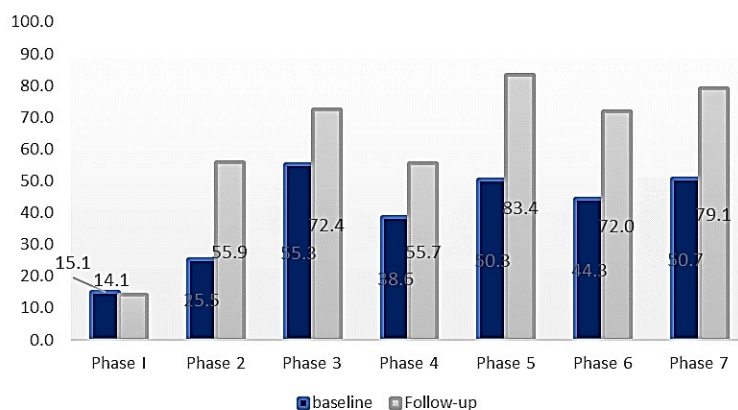


Exhibit 68. Index of capacity to implement Victims' law.

SOURCE: IOM.

<sup>87</sup> Each phase was executed sequentially with different groups of municipalities, in this sense, besides preexistent territorial differences, an explanation of the fact that the base line in each phase is higher than in the previous one is that regardless of the territorialization project, actions of the VU and other SNARIV institutions were previously implemented to improve the territorial capacities to implement the VL since its promulgation in 2011.

## INDEX OF CAPACITY TO IMPLEMENT VICTIMS' LAW: TECHNICAL CAPACITY

Analyzing the technical sub index, with exception of the first phase, the numbers show an increase of the technical capacity in each phase that in average represented a 16.2 percentage points increase and a percentage growth of 40.3 percent. The highest increase in the index was evidenced during the second phase of the project, when the index grew 28.1 points with a percentage growth of 279.8 percent, while the smallest change (excluding phase I) was observed during the seventh phase when the difference was of 20.4 points that represented a growth rate of 20.4 percent.

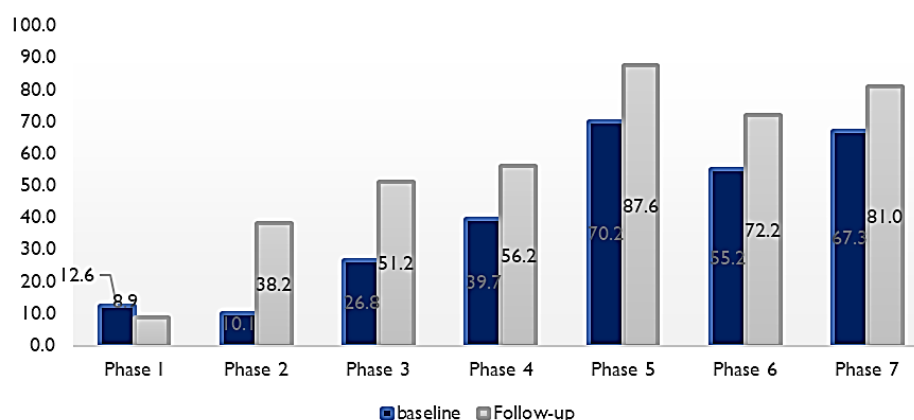


Exhibit 69. Index of capacity to implement Victims' law: technical.

SOURCE: IOM.

## INDEX OF CAPACITY TO IMPLEMENT VICTIMS' LAW: ADMINISTRATIVE CAPACITY

Analyzing the administrative sub index, with exception of the first phase, the numbers show an increase of the administrative capacity in each phase that in average represented a 40.7 percentage points increase and a percentage growth of 113 percent. The highest increase in the index was evidenced during the fifth phase of the project, when the index grew 85.9 points with a percentage growth of 890 percent, while the smallest change (excluding phase I) was observed during the fourth phase when the difference was of 18.4 points that represented a growth rate of 33.4 percent.

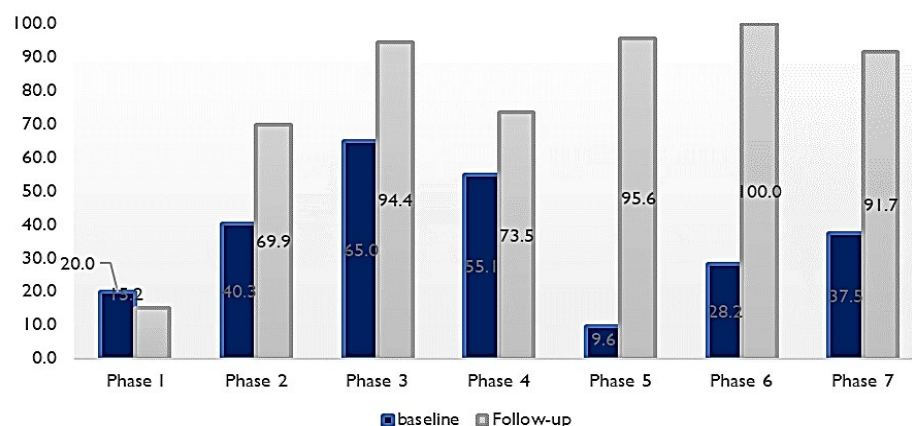


Exhibit 70. Index of capacity to implement Victims' law: administrative.

SOURCE: IOM.

## INDEX OF CAPACITY TO IMPLEMENT VICTIMS' LAW: MANAGEMENT CAPACITY

Analyzing the management sub index, with exception of the first phase, the numbers show an increase of the managerial capacity in each phase that in average represented a 16.9 percentage points increase and a percentage growth of 46.5 percent. The highest increase in the index was evidenced during the seventh phase of the project, when the index grew 35.5 points with a percentage growth of 106 percent, while the smallest change (excluding phase I) was observed during the fifth phase when the difference was of 16.8 points that represented a growth rate of 27 percent.

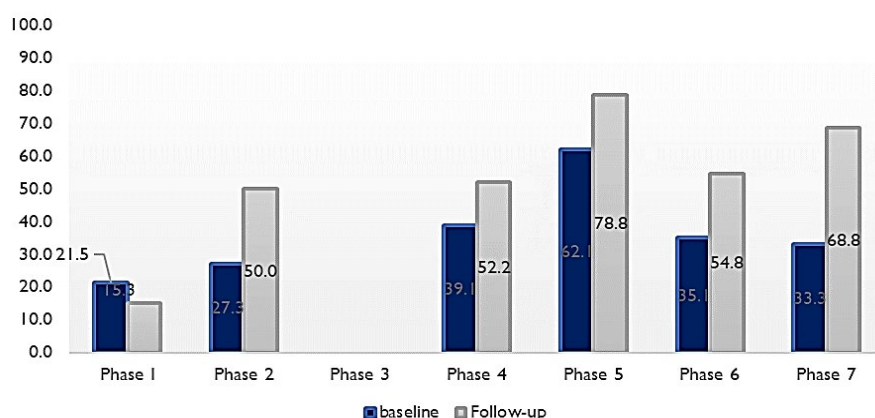


Exhibit 71. Index of capacity to implement Victims' law: management.

SOURCE: IOM.

## INDEX OF CAPACITY TO IMPLEMENT VICTIMS' LAW: COORDINATION CAPACITY

Analyzing the coordination sub index, with exception of the first phase, the numbers show an increase of the coordination capacity in each phase that in average represented an 18.2 percentage points increase and a percentage growth of 46.2 percent. The highest increase in the index was evidenced during the second phase of the project, when the index grew 41.2 points with a percentage growth of 169 percent, while the smallest change (excluding phase I) was observed during the sixth phase when the difference was of 17.6 points that represented a growth rate of 34.5 percent.

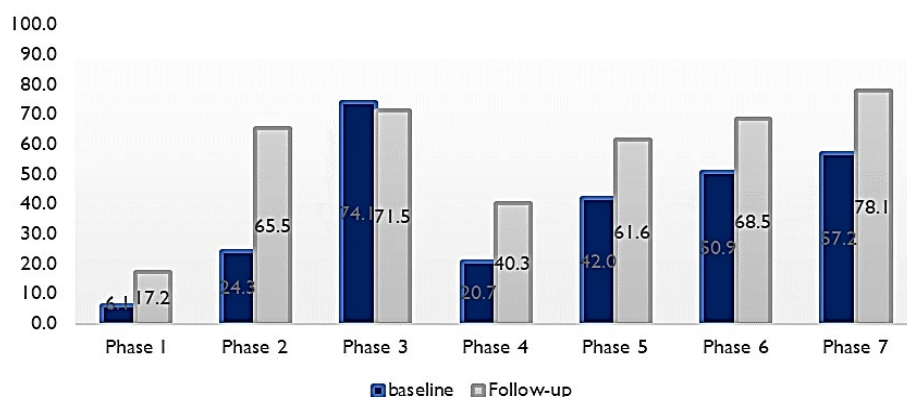


Exhibit 72. Index of capacity to implement Victims' law: coordination.

SOURCE: IOM.

In general, the results indicate that the biggest improvements were achieved in the administrative capacities where on average the growth rate of the index showed an increase of 113 percent, reflecting improvements in adequate and exclusive spaces to victims' attention with the necessary endowments, that as we will further see, are reflected in the growth of attention points and regional centers to attend victims, that deepen its presence along the national territory in which development, VISP played an important role.

## DECENTRALIZATION OF VICTIMS LAW: VERTICAL COORDINATION

One way to analyze the decentralization of VL is to use indicators about the territorial presence of regional attention centers and attention points at the municipal level. As we explained in the last section, this is related to the administrative capacity of local governments to adequately provide services to victims.

In this context and considering that VISP invested resources in the adequation and equipment of regional centers and attention points during its first phase of implementation, we analyze in this section, indicators computed from a digital survey that we applied to attention points with the objective of identify aspects about their characteristics that could give us insights about service provision towards victims. After sending the survey and doing telephone follow-up process, we received 11 surveys corresponding to attention points supported by VISP that represent 79 percent of the total attention points intervened by the program, that still are operating<sup>88</sup>; and 35 surveys from attention points that were not supported by VISP.

To conduct this analysis, we use the following indicators:

**TABLE 17. DECENTRALIZATION OF VICTIM'S LAW – VERTICAL COORDINATION INDICATORS USED IN EVALUATION QUESTION 1**

| INDICATOR                                                                                             | SOURCE                           |
|-------------------------------------------------------------------------------------------------------|----------------------------------|
| Number of attention points and regional centers                                                       | VU                               |
| Percentage of attention points with office equipment                                                  | Attention point's digital survey |
| Percentage of attention points with access to VIVANTO                                                 | Attention point's digital survey |
| Average number of staff                                                                               | Attention point's digital survey |
| Percentage of attention points with trained staff in VL, personal attention and differential approach | Attention point's digital survey |

<sup>88</sup> VISP made investments in 18 attention points from which four were closed due to the opening of Victims Attention Regional Centers CRAV, in Fundación, Riohacha, Dibulla and Sincelejo. The list of these facilities is presented in Annex D.

NUMBER OF VICTIMS ATTENTION POINTS AND REGIONAL CENTERS

The VU has 240 offices at the municipal level in charge of providing attention to victims. 189 of these facilities are attention points, 35 are regional centers, and 16 are justice houses. These facilities reach 221 municipalities that cover all the departments in Colombia.<sup>89</sup>

PERCENTAGE OF ATTENTION POINTS WITH OFFICE EQUIPMENT

Using information from the digital survey, we found that more than 88 percent of attention points have a laptop or a printer, evidencing they have the basic equipment to provide the attention to victims. This percentage reached more than 90 percent in attention points were VISP made investments. When we asked about other equipment, we found that VISP-supported attention points are better equipped. In particular, 33 percent of the cases report having a desktop computer versus 8 percent of non VISP facilities, 38 percent reported to have a cell phone versus 30 percent of non-supported points, and 78 percent reported to have a copying machine, compared to 32 percent on non-supported points. These Exhibits evidence that VISP-supported attention points are still better equipped showing the positive and persistent results of having received support from the program.

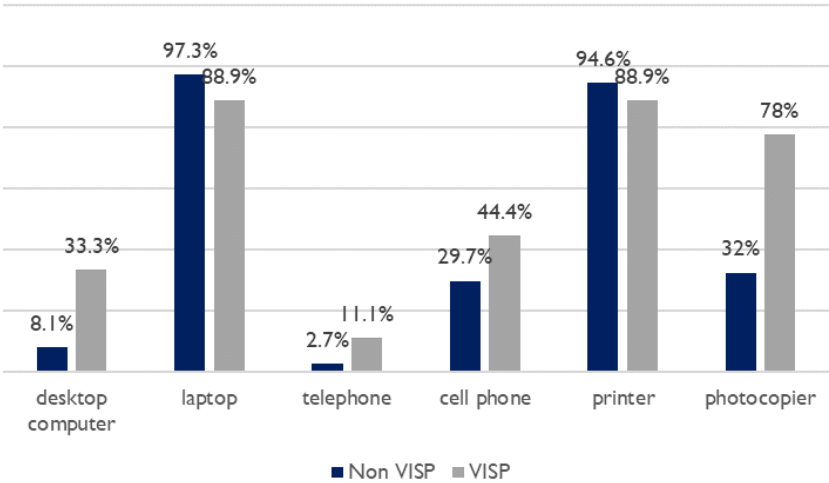


Exhibit 3. Percentage of victim’s attention points with office equipment.  
SOURCE: ATTENTION’S POINTS DIGITAL SURVEY

PERCENTAGE OF VICTIM’S ATTENTION POINTS WITH ACCESS TO VIVANTO

Using information of the digital survey, we found that the percentage of attention points that report having access to VIVANTO reached 100 percent, evidencing that the use of this system, a basic tool to provide attention to victims, was fully territorialized, including in VISP-supported and non-supported points.

<sup>89</sup> The idea in the Evaluation Design was to analyze the evolution in the number and territorial coverage of these facilities by year but the VU only provided the list without specify the year in which the facility initiated its operation.

AVERAGE NUMBER OF STAFF AT VICTIM'S ATTENTION POINTS

Using information of the digital survey, we found that on average the attention points have 2.7 people working as staff. The average is similar between VISP-supported points (2.5) and non-supported points (2.8).

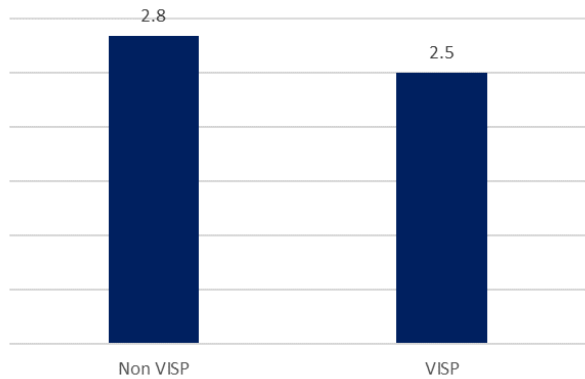


Exhibit 74. Average number of staff of attention points.  
SOURCE: ATTENTION'S POINTS DIGITAL SURVEY

PERCENTAGE OF VICTIM'S ATTENTION POINTS WITH TRAINED STAFF IN VL, PERSONAL ATTENTION AND DIFFERENTIAL APPROACH

Using information of the digital survey, we found that more than 80 percent of surveyed victim's attention points reported that their staff was trained in topics including the VL, Differential approach and self-care. This shows that training processes in strategic fields continued to be implemented. In the case of attention points that VISP supported, 100 percent of the facilities reported having received training in VL and in differential approaches, and 89 percent of them reported having received training in self-care. As evidenced in the following Exhibit, percentages are higher in points supported by VISP, showing at least, a better appropriation of these subjects.

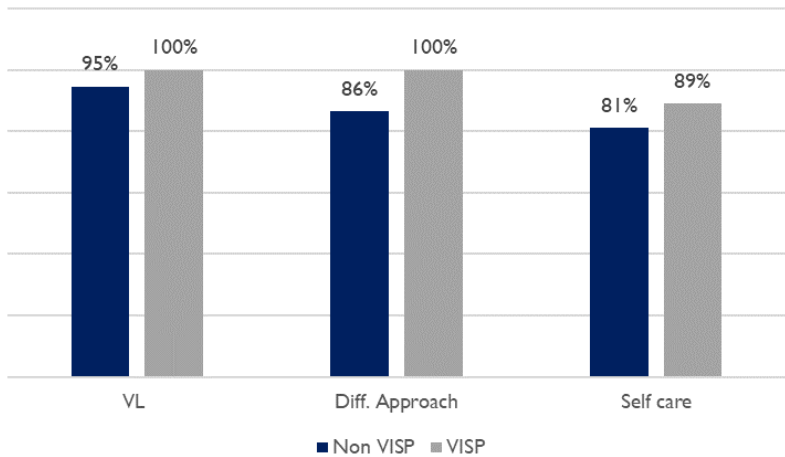


Exhibit 75. Percentage of attention points with trained staff in VL, differential approach, and self care.  
SOURCE: ATTENTION'S POINTS DIGITAL SURVEY



## COMMUNICATION OF VL

During VISIP's first phase different communications strategies were implemented to inform victims of the law and their rights and to encourage them to avail themselves of reparations measures. This, under the hypothesis that Victims' rights awareness is a key element for the successful implementation of the law to reestablish rights and to access reparation measures. To evaluate results in this matter we computed a proxy indicator for victim population that measures the percentage of victims who declares to know the VL.

### PERCENTAGE OF AWARENESS ON THE VL IN VISIP TARGETED MUNICIPALITIES

We found that in 2016, that the percentage of victims aware of the victim's law is higher (40.1 percent), when the comparison is made with victims that have similar socioeconomic characteristics in non VISIP territories (35.2 percent). In 2021, VISIP's second phase municipalities also evidenced a higher percentage of people aware of VL (36.7 percent versus 25 percent).

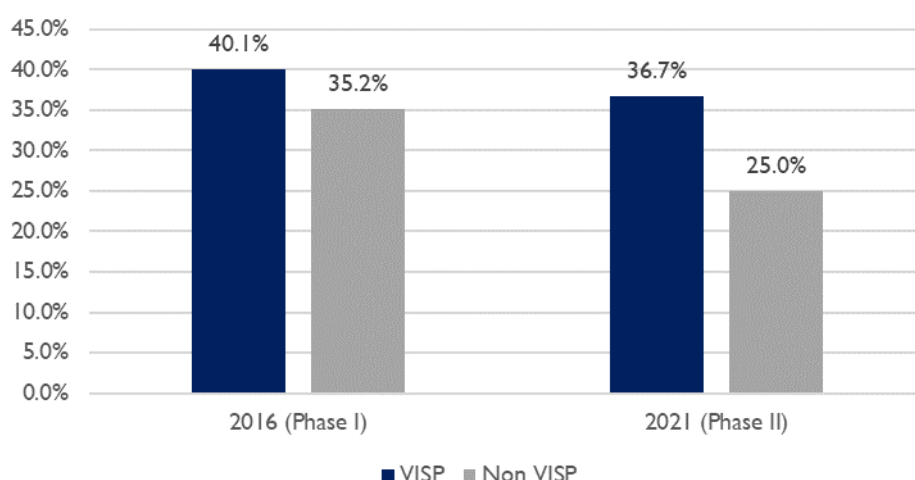


Exhibit 4. Percentage of awareness of VL, 2016 - 2021. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

Finally, using the information for those municipalities included during the two VISIP phases, we can analyze the evolution of this indicator to evaluate the sustainability of the results. Between 2016 and 2021 in VISIP comparable municipalities, the percentage of victims aware of the VL fell from 46.1 percent to 37.7 percent, although this reduction is lower than in non-VISIP territories where this proportion passed from 32.9 percent to 23.8 percent.

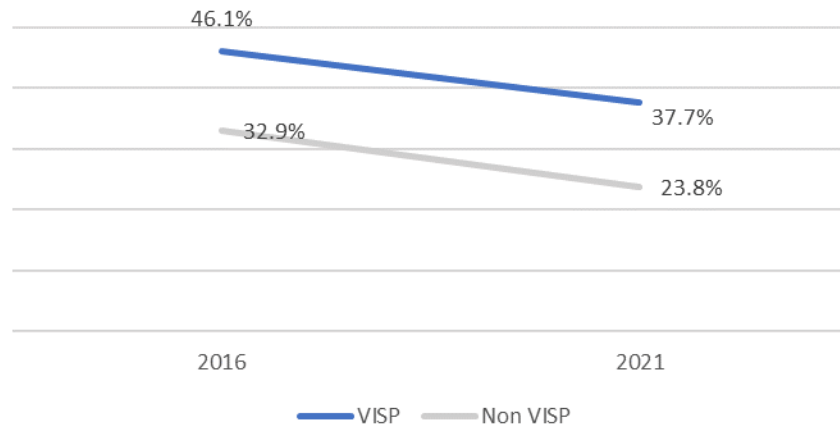


Exhibit 77. Percentage of awareness of Victim's law, 2016 - 2021. VISP comparable municipalities. (Results with PSM)

SOURCE: EVALUATION TEAM WITH VL SURVEY

## M&E OF VL

Percentage of municipalities reporting advances on VL implementation in the RUSICST.

Between 2013 and 2016, VISP implemented a project that defined as general objective to provide technical assistance and accompany the Ministry of Interior to strengthen its ability to monitor and evaluate the implementation of public policies for victims at the regional level through the operation and sustainability of the Unified Report of the Territorial Information, Coordination and Follow-up System of the Public Policy for Victims of the Internal Armed Conflict (RUSICST).

The RUSICST “is a mechanism for information, follow-up and evaluation of the performance of territorial entities in relation to the implementation of public policies and action plans for prevention, assistance and comprehensive reparation for victims.”<sup>90</sup> The project aimed to complete a diagnosis of the state of RUSICST and based on these findings the following actions were carried out: 1) adjustments and improvements to the tool RUSICST, and 2) Socialization of the changes made to territorial entities to have online information from Mayor's and Governor's Offices.

To carry out the quantitative evaluation of the results achieved in this project, we use information provided by the Ministry of Interior that allowed us to analyze the number of municipalities that make a continuous use of the tool along VISP's first phase implementation period, and after 2016, to check the sustainability of results. Particularly we compute the percentage of Mayors' offices that send the Unified Report from 2013 to 2021, and the percentage of these territories that report an improvement plan over the same period.

The first indicator makes reference to the unified report that contains several information about: i) the most emblematic events that have occurred in the territorial entity in the framework of the armed conflict, ii) Armed actors present in their territorial entity, iii) number of declarations for the inclusion in the RUV, iv) information about the conformation and meetings of the TJC, and v) the follow-up of

<sup>90</sup> What is RUCIST website [link](#)

agreements made in its framework and to actions stipulated in territorial action plans, among other relevant information about the execution of the victims public policy.

Exhibit 78 presents the indicator for the total of municipalities, the non-VISP municipalities and the VISP municipalities. During the time of execution of the VISP project between 2013 and 2016, the percentage of territories that made the unified report grew from 75 to 91 percent, showing a similar dynamic in VISP and Non VISP territories where this proportion in 2016 reached the same level, although VISP territories initiated this period with a lower percentage of report (68 percent and 75 percent). After 2016, this indicator reached values above 95 percent showing a sustainability and a consolidation of the RUSICST as a strategic victim's public policy following-up mechanism.

Given the fact that this project was carried out at the national level, there are no reasons to find important differences between the two groups of municipalities.

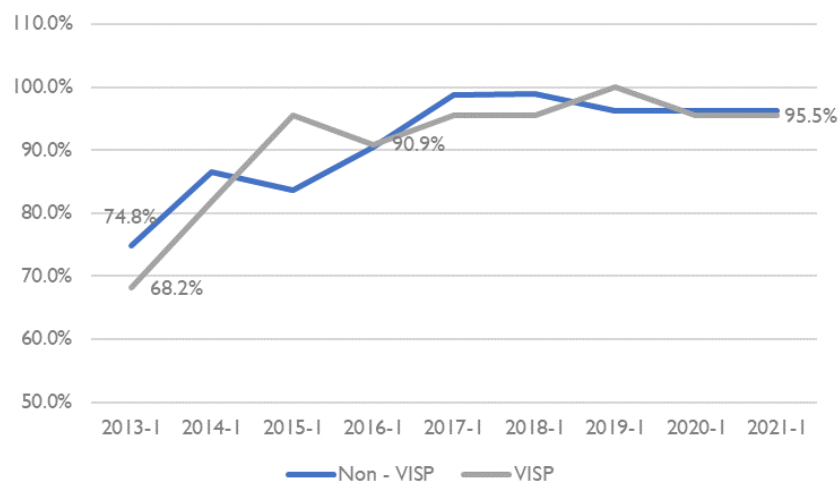


Exhibit 5. Percentage of municipalities that upload the unified report RUSICST, 2013 – 2021.

SOURCE: EVALUATION TEAM BASED ON MOI

The second indicator is related to an improvement plan formulated for each territorial entities that allows gradual progress towards guaranteeing the rights of the victim population according to the weaknesses detected during the analysis of indicators obtained from the unified report. This improvement plan contains proposed actions to achieve the objective and overcome the weaknesses, resources required for its implementation, date of fulfillment of the actions, responsible party, and level of advance.

Exhibit 79 presents the indicator for the total of municipalities, the non-VISP municipalities and the VISP municipalities. During the time of execution of the VISP project between 2013 and 2016, the percentage of territories that reported and improvement plan grew from 49 to 91 percent, being practically equal in non-VISP territories. In VISP territories, this percentage reached a 36 percent in 2013, and grew 30 percentage points, reaching 86 percent in 2016. After this year this indicator reached values above 95 percent, and 100 percent in VISP targeted territories for almost every year between 2017 - 2020.

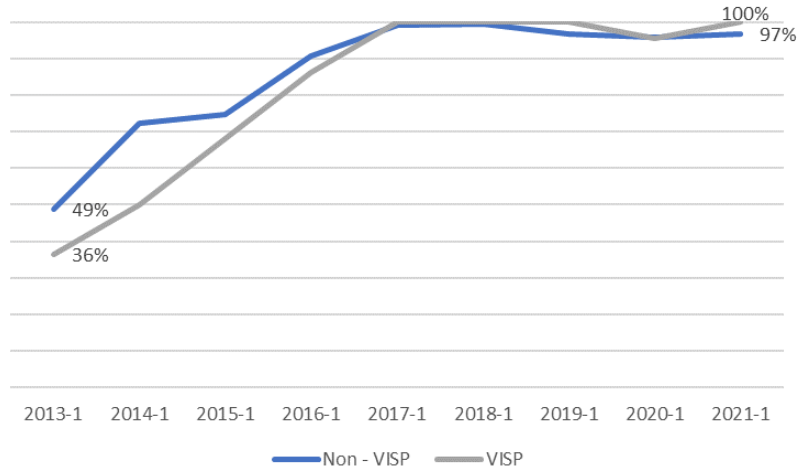


Exhibit 79. Percentage of municipalities that upload an improvement plan – RUSICST.

SOURCE: EVALUATION TEAM BASED ON INTERIOR MINISTRY

## 2. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 2

Given the prospective nature of this question, data analyzed in this chapter is designed to provide analytical context to some of the analytical dimensions included. Specifically, in the evaluation design we defined indicators for the following dimensions: i) technical capacity for sustainability (at the local level), ii) fiscal capacity for sustainability, and iii) sustainability in disperse rural areas (security sub-dimension).

### TECHNICAL CAPACITY FOR SUSTAINABILITY

In this dimension, we use the sub-index designed by IOM to measure at the local level the technical capacity of municipalities to implement the VL. This was calculated for 81 municipalities that were part of the territorialization project executed by IOM in association with the MOI. As mentioned in question I, this sub-index measures the institutionalization of the Victims Public Policy (VPP) regarding the adequacy of procedures and functions manuals, existence of a dependency in charge of VPP, human resources and level of technical training, functioning of the Transitional Justice Committee (CTJT), and the current state of planning tools (Territorial Action Plans and strategic action plans of the VPP).

As we mentioned earlier, analyzing the technical sub index, the numbers show an increase in the technical capacity of local governments in each phase (except the first where the negative variation is due to methodological changes), with an average increase of 16.2 percentage points and a percentage growth of 40.3 percent, indicating improvements in the tools necessary to effectively implement the VL. Nevertheless, these results are limited to only 81 municipalities.

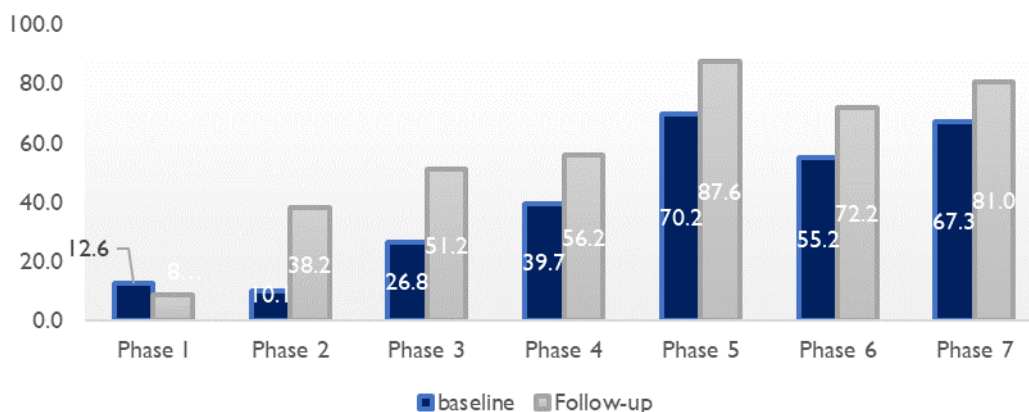


Exhibit 80. Index of capacity to implement VL: technical sub.

SOURCE: IOM.

## SUSTAINABILITY IN DISPERSE RURAL AREAS: SECURITY

One determinant factor to sustain the results obtained in the implementation of the VL, is the security conditions in the national territory, especially in municipalities with higher levels of rurality and with a historical presence of illegal armed groups. In a context of a reescalation of armed conflict, these areas are more propense to be victimized and re-victimized. As can be observed in Exhibit 81, in municipalities with a high victimization risk index<sup>91</sup> the average percentage of people living in rural areas was 69 percent, while this number in municipalities with a low VRI reached a 50.6 percent.

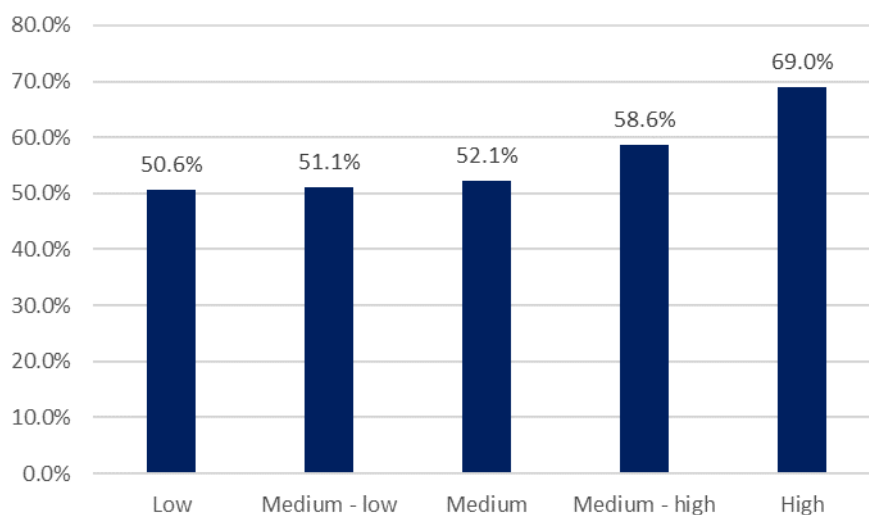


Exhibit 81. Average municipal percentage of people living in rural areas by risk group according to the VRI 2021.

SOURCE: EVALUATION TEAM BASED ON VU.

<sup>91</sup> The VRI is an index calculated by the VU that synthetize information related to the risk of violations of the rights to life, freedom, integrity and personal security, which allows comparing in one year the levels of risk of victimization among the municipalities.

After the peace agreement was signed, the dynamic of the internal conflict has changed, resulting in a escalation of violence in some territories. This situation is evidenced in an increase of the VRI<sup>92</sup> between 2018 and 2021, resulting in a higher proportion of municipalities classified in the group of territories with medium, medium-high and high risk of victimization. During this period, that proportion grew 11.4 percentage points. This dynamic has an impact in the number of victims, increasing fiscal needs to effectively implement the VPP in the years to come.

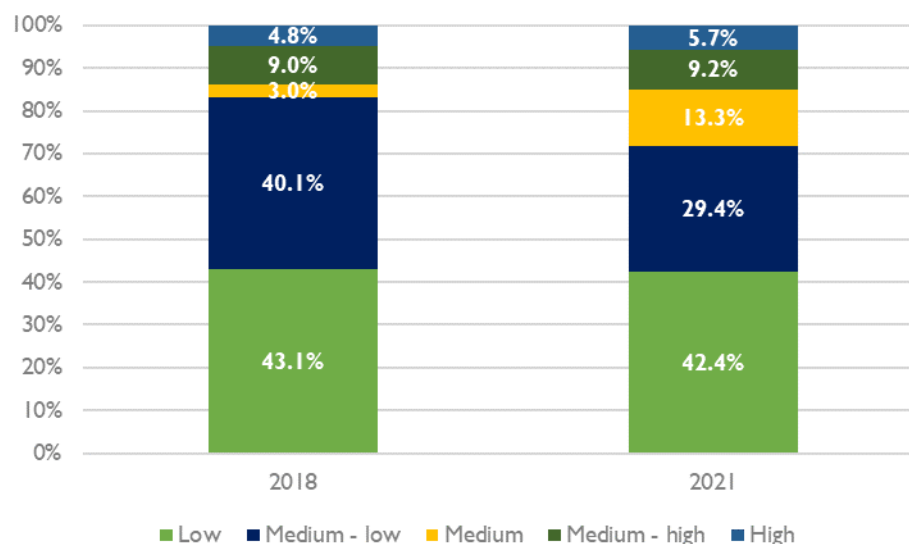


Exhibit 82. Percentage of municipalities by risk group according to the VRI.

SOURCE: EVALUATION TEAM BASED ON VU.

### FISCAL CAPACITY FOR SUSTAINABILITY: NATIONAL LEVEL <sup>93</sup>

As shown in Exhibit 83, the total resources appropriated for the Victims Policy in 2021 amounted to \$16 billion in 2021, of which \$13.9 billion pesos (89 percent) have been focused on the integral gained significant importance, passing from 9.2 billion in 2012 to 16 billion in 2021.

In 2021, regarding the \$13.9 billion pesos for victims of forced displacement, 27.2 percent corresponded to investment resources, which were executed directly by national entities to assist this population through SNARIV projects and programs, and operating resources, which arise from the promulgation of the VL represented 8.6 percent. Of these operating resources 46.9 percent were part of the Reparation Fund for Victims of Violence (FRV) through which compensation to displaced families is financed, 51.5 percent were directed to institutional strengthening and 1.5 percent were spent in the PAPSIVI.

<sup>92</sup> The VRI is an index calculated by the VU that synthetize information related to the risk of violations of the rights to life, freedom, integrity and personal security, which allows comparing in one year the levels of risk of victimization among the municipalities.

<sup>93</sup> This section is based on DNP (2021).

As proportion of GDP, from the promulgation of the VL in 2011, the total budget destined to VPP passed from represent 0.7 percent of the PIB to 1.5 percent in 2021, showing the increase of budget headings incorporated in the official budget, which reflects a higher degree of implementation of the VL.

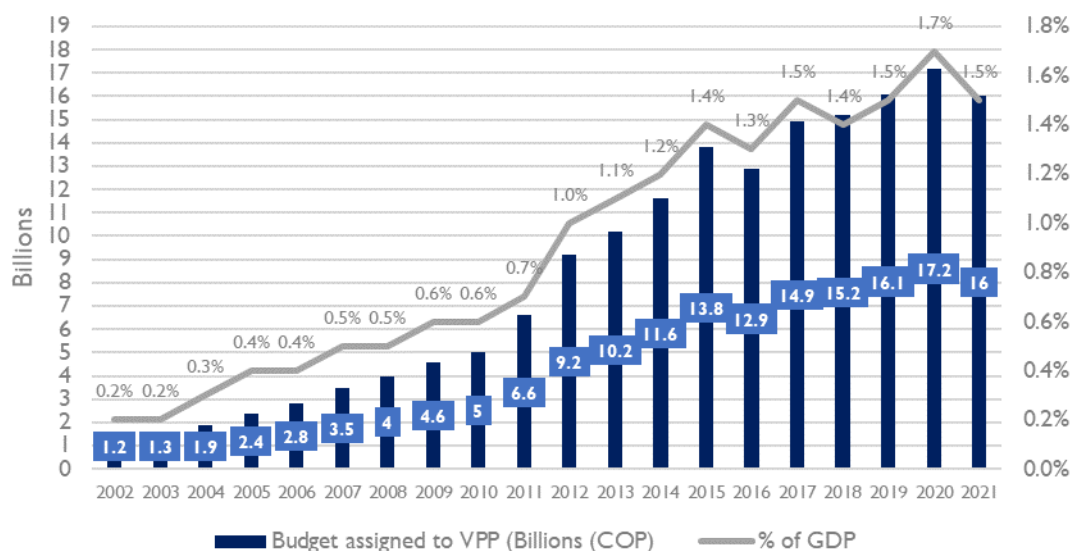


Exhibit 83. Budget assigned to Victims' Public Policy 2002-2021.

SOURCE: DNP (2021)

Despite a sustained increase of resources assigned to the execution of the PPV, challenges remain to assure that the public resources are enough for the needs of the victims. This is particularly relevant in the case of financial compensations that account for a big proportion of the budget (46.9 percent of operating resources), and up to 2021, only 8.3 percent of victims had been indemnified<sup>94</sup>. Furthermore, the fiscal context has become more vulnerable, among others, as a result of the Covid-19 pandemic. All in all, there was an increase between 2020 and 2021 in the deficit level of the Central National Government of more than 8 percent as a proportion of the GDP. This context also constitutes a challenge for the fiscal sustainability of the VL's implementation, including the advances obtained with the support of VISP.

### FISCAL CAPACITY FOR SUSTAINABILITY: LOCAL LEVEL

The best way to illustrate the fiscal challenges to sustain the VPP's implementation at the local level is to use information provided by the fiscal performance index of the National Planning Department (DNP). As part of the global index, this included one sub-indicator about the municipal level of dependance of transferences made by the Central Government, including resources of the general system of participation (SGP) and other national transfers. This indicator measures the dependance in a scale from 0 to 100, being 100 the highest level of dependance. We analyze this index in conjunction with the VRI, obtaining insights about fiscal challenges at the local level.

According to data summarized in Exhibit 84, municipalities with higher levels of risk victimization, are in average more dependent of central government resources. While the index of level of dependance of

<sup>94</sup> VU (2022).

transferences was on average 71.3 in territories with a low risk of victimization, this value was 79.9 in territories with a high victimization risk. In this context, the municipalities that are suffering a escalation of the armed conflict will exert fiscal pressure to the National Government.

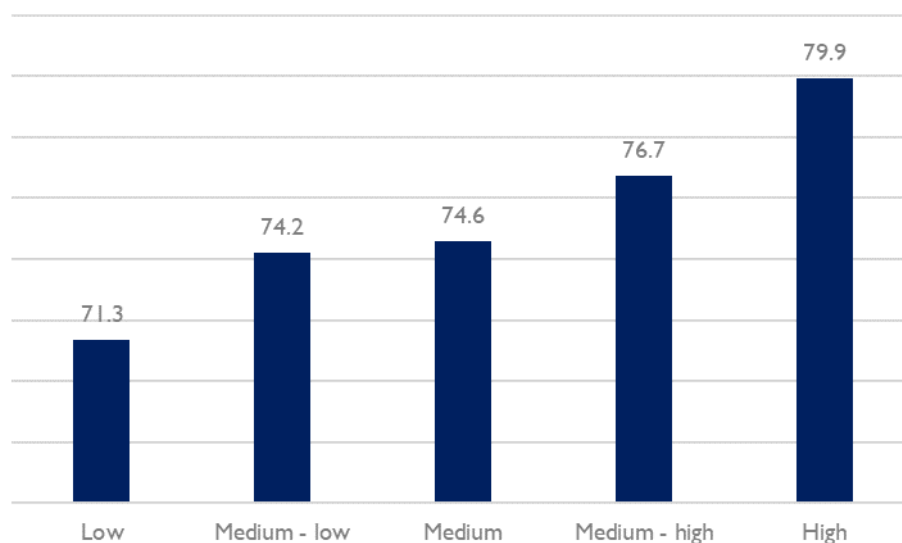


Exhibit 84. Average municipal index of fiscal dependance of transfers by risk group according to the VRI 2021.

SOURCE: EVALUATION TEAM BASED ON VU.

## VISP LEVERAGED FUNDS

A relevant factor to analyze in this dimension is the amount of leverage funds that IOM managed to get in the process of negotiation with GOC entities, that complemented USAID investments related to VISP's different intermediate results. In this context, within the framework of the MEL activity the program defined two indicators related to this field: i) VISP leverage funds defined as *“all the resources from Third Parties (Non-USAID) obligated by public or private entities to co-fund common development interventions, and are influenced by USAID’s direct contribution to such objective and ii) USAID investments linked to Leveraged Funds defined as “the resources obligated by the Mission for direct interventions with the concrete purpose of enabling Third Party Leveraged Funds (YI).”*

In this context, using information of the observed results for these two indicators, Exhibit 85 presents the cumulative amount of leverage resources and USAID investment linked to these resources, in Colombian Pesos, for the period 2017 and 2021. In the first case (blue line), we observed the biggest growth from 2017 to 2018 when, the leveraged resources grew abruptly and from there, the increase reached an average of 2 percent (2018 and 2021). By other side, USAID resources linked to these investments evidenced an 845 percent increase over the first year, and an average growth rate of 38 percent in the rest of the period.



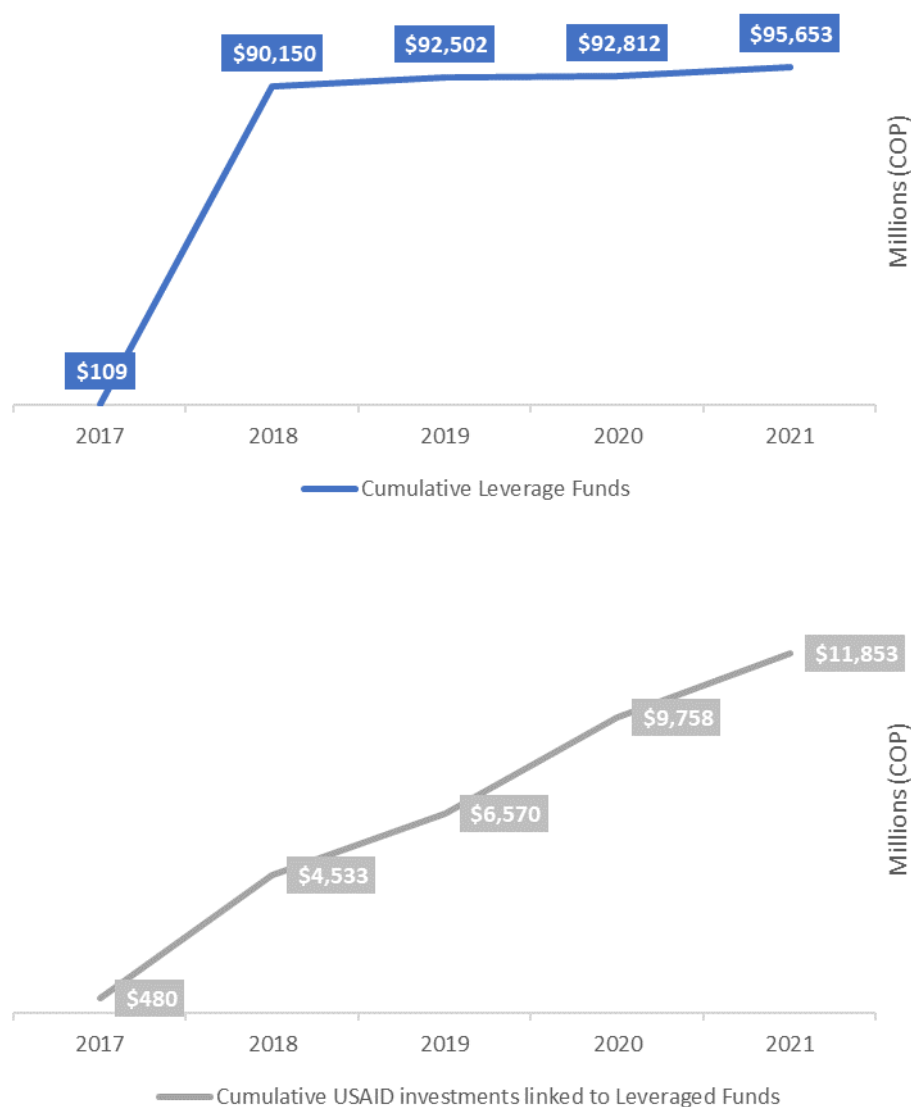


Exhibit 85. VISP Leverage funds and USAID Investments linked to leverage funds (Cumulative), 2017 – 2021.

SOURCE: EVALUATION TEAM BASED ON IOM.

In addition, a more intuitive way to analyze these indicators is to obtain a ratio that give us the number of leveraged Colombian pesos by each peso invested by USAID. Using this ratio, we found that for all the period analyzed, for each peso invested by USAID, 8.1 pesos were leveraged by IOM as implementing partner.

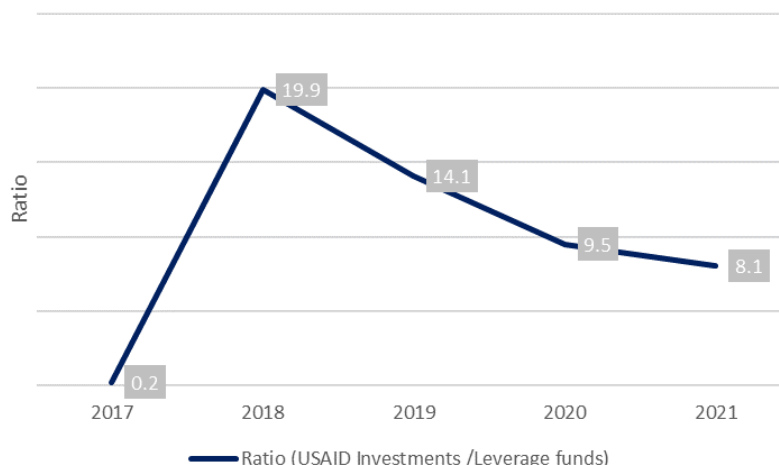


Exhibit 86. Ratio VISP Leveraged funds and USAID Investments linked to leverage funds (Cumulative), 2017 – 2021.

SOURCE: EVALUATION TEAM BASED ON IOM.

### 3. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 3

Evaluation question 3 inquiries to what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation and what have been the main factors that contributed to improvement or that delayed these services.

In this sense, the proposed quantitative analysis started with the identification of outcome indicators that reflect changes in number of attentions or coverage, comparing VISP and Non-VISP municipalities when possible. The analysis is done for the PAPSIVI, EREG, Entrelazando, and physical rehabilitation services using information provided by the MOH and the VU. This is complemented with information provided by the VL survey that measures self-reported access to rehabilitation services and that is used for analyzing some individual and contextual determinants of the access to these services.

#### ACCESS TO PAPSIVI

VISP contributed significantly to the design and implementation of the Victims Psychosocial and Comprehensive Health Program – PAPSIVI. During VISP's first phase different projects were carried out to make possible the operationalization of this strategy comprising different actions for the national and territorial consolidation of the program such as the habilitation of a transitional national space to construct the PAPSIVI participatively, the design of a communications strategy that aimed to establish the channels, audiences, means to inform about the structure, operation and access to the program, the redesign of a psychosocial characterization tool in the individual, family and community spheres, and the formulation of methodological guidelines for psychosocial care at the individual, family, and community level to guide professional teams on the methodological minimums required to give an appropriate attention to victims.

The program also supported the strengthening of the MOH by transferring differential approach guidelines (gender, sexual orientations, ethnicity, disability, and childhood and adolescence) and the development of a module that allowed the collection and consultation of information on PAPSIVI services provision at the local level to carry out permanent follow-up and monitoring. At the territorial

level the program supported a project to design, build, and implement a training, supervision, knowledge transfer, and sustainability strategy for seven interdisciplinary teams providing psychosocial and comprehensive health services as part of PAPSIVI to ensure ongoing support, evaluation, and implementation of services. This project was targeted in 7 municipalities (Necolí, Apartadó, Bogotá, Riosucio, Riohacha, San Juan del Cesar and Fundación).

During the second phase of the program, VISP continued supporting the PAPSIVI, aiming to qualify it through the validation of its rural strategy, the adjustment of its ethnic modules and the strengthening of its training strategy, responding to the PAPSIVI’s performance evaluation findings published in the first semester of 2020, in which VISP as well contributed with technical and financial support. During this phase, VISP supported the Victim’s group of the MOH in the strengthening of its capabilities to implement and follow-up the program at the territorial level, with an emphasis in the development of an integrated following-up model and the design of a psychosocial attention operative strategy for rural and dispersed areas.

The permanent and broad support provided by VISP to PAPSIVI’s implementation is plausibly associated with a generalized increase in the coverage of the program, especially in the targeted municipalities aforementioned. To analyze these changes, we use the following indicators:<sup>95</sup>

| TABLE 18. PAPSIVI ACCESS INDICATORS USED IN EVALUATION QUESTION 3 |        |
|-------------------------------------------------------------------|--------|
| INDICATOR                                                         | SOURCE |
| Number of PAPSIVI beneficiaries                                   | MOH    |
| Proxy coverage rate of PAPSIVI <sup>96</sup>                      | MOH    |

### NUMBER OF PAPSIVI BENEFICIARIES

Exhibit 87 shows the number of PAPSIVI beneficiaries between 2013 and 2020.<sup>97</sup> The first thing to highlight is that during 2013, the number of beneficiaries was quite low. At this time, VISP was conducting participatory sessions with Victims organizations to stablish PAPSIVI’s basis, opening the doors to start its broad implementation in 2014. PAPSIVI reached its maximum number of attentions in 2017 with 134 thousand victims accessing the program. From this year onwards. The number of attentions has decreased, reaching 87 thousand attentions in 2020<sup>98</sup>. In aggregate, during these years, a total of 702 thousand victims accessed PAPSIVI reaching 668 municipalities, what marks a substantial

<sup>95</sup> This analysis is complemented with the analysis of indicators made in evaluation question 1, related to the quality of the service provided.

<sup>96</sup> The proxy coverage rate is computed using as numerator the number of victims attended by the strategy and as a denominator the total number of victims subject to attention included in the RUV. This indicator is a proxy considering that is not possible to know with certainty the number of victims living each year in a municipality, because the location variable responds to the place of the declaration, and in addition with the data available is not possible to determine what number of victims have declared that they don’t need or want to receive psychosocial attention and exclude then from the denominator. Nevertheless, we consider that this proxy indicator is suitable to analyze changes in coverage, but for these reasons should be analyzed with caution.

<sup>97</sup> The MOH responded the information request including information for this period, that did not include 2021 attentions.

<sup>98</sup> This decrease is explained at the national level by contractual timing and condition issues of MSPS, the capacity of local governments to co-finance operations among others, as reported in PAPSIVI reports.

advance, considering that this type of attention was not provided in the country, that marking a success of both the VL, and VISP's support to it.

In the 22 VISP targeted territories (first phase) the dynamic was relatively similar, passing from 300 beneficiaries to 13.5 thousand between 2013 and 2014. The program reached its highest number of attentions in these territories in 2019, with around 24 thousand victims accessing the psychosocial rehabilitation services but finished the period with a lower number of attentions than in 2014 with 9 thousand beneficiaries in 2020.

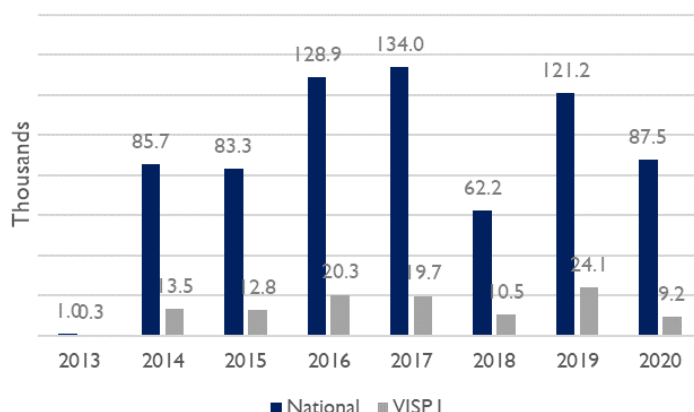


Exhibit 87. Total number of beneficiaries of PAPSIV (thousands), 2013 – 2020.

SOURCE: EVALUATION TEAM BASED ON VU.

### PAPSIVI'S PROXY COVERAGE RATE

As a more detailed analysis, we use the number of beneficiaries and the total number of victims subject to receive psychosocial attention per municipality, to compute a proxy coverage rate of the PAPSIVI. This is a suitable variable to compare PAPSIVI's coverage across municipalities. We previously defined a comparison group of non-VISP territories that have similar characteristics in terms of the variables used to target VISP as well as other socioeconomic variables that make the comparison more reliable. We use a PSM procedure (See Annex D), but in this case instead of matching individuals (of the VL survey), we matched municipalities. To carry out the one-to-one municipality match, we used the following variables: i) proportion of victims, ii) if the municipality had a victim's attention point or regional center, iii) if the municipality had collective reparation subjects, iv) if the municipality was targeted by the USAID's Afro-Colombian and indigenous program, v) population density, vi) proportion of rural population, vii) proportion of people in multidimensional poverty, viii) municipal GDP, and ix) internet penetration<sup>99</sup>. With this procedure we obtained a comparison group for fifteen of the twenty-two VISP targeted municipalities<sup>100</sup>.

<sup>99</sup> The first four indicators were used by IOM and USAID to target VISP municipalities according to information consigned in year I's Work Plan.

<sup>100</sup> When conducting the PSM, seven capital cities included in VISP targeted municipalities (Medellín, Barranquilla, Bogotá, Cartagena, Quibdó, Riohacha and Santa Marta) resulted excluded of the common support and therefore are not match with a similar municipality. Being large capital cities means that, overall, the probability of selection obtained with the logit model does not find a pair in other smaller municipalities of the comparison group, reflecting *sui generis* characteristics of these territories.

Exhibit 88 presents the evolution of the proxy coverage rate<sup>101</sup> of PAPSIVI for VISP and Non-VISP comparable territories between 2013 and 2020. Note that there was a significant increase in PAPSIVI's coverage, passing from 0 percent to 13.7 percent of the victims requiring psychosocial attention. Despite this advance, the coverage remains low, considering the total universe of victims requiring this service as part of the integral rehabilitation process.

Note as well that for all the period, the coverage rate in VISP municipalities was lower than in the comparison group, and this difference increased constantly in time passing from 0.2 (in 2014) to 5.8 percentage points. This shows that the increase in PAPSIVI's coverage was not concentrated in VISP municipalities. However, it is worth noting again that VISP's support to PAPSIVI was focused more on working at the national level, rather than in granting operative or implementation support at the local level. VISP did support increases in the provision of services of other rehabilitation services, those provided by the VU.

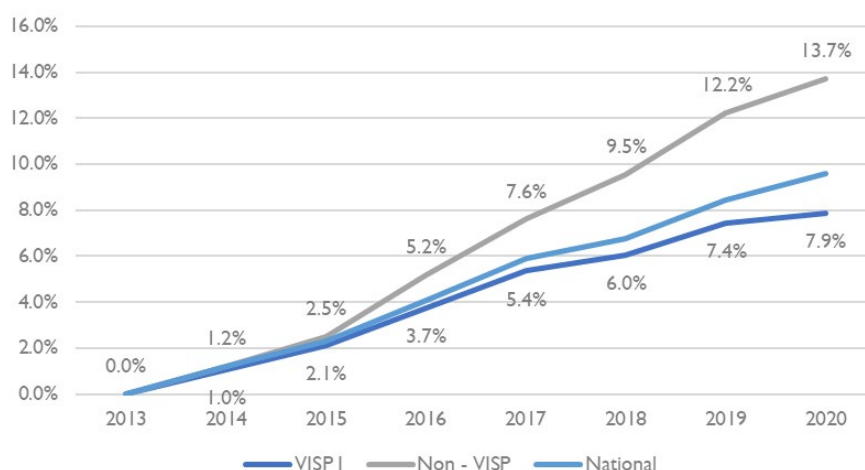


Exhibit 88. Proxy coverage of PAPSIVI, 2013 – 2020.\*

SOURCE: EVALUATION TEAM BASED ON VU

\* VISP AND NON-VISP MUNICIPALITIES ARE RESTRICTED TO TERRITORIES RESULTING FROM THE PSM

Moreover, if we restrict the data to only the VISP municipalities in which the aforementioned territorial PAPSIVI support project was implemented (Apartadó, Necoclí, Riosucio, San Juan del Cesar and Fundación)<sup>102</sup>, we find similar results. The proxy coverage rate is lower for all the period in these municipalities, and the difference increased from 0.4 (in 2014) to 6.3 percentage points in 2020.<sup>103</sup>

<sup>101</sup> This is a proxy coverage rate because we are using as a denominator the total number of victims subject to attention included in the RUV given that the MOH did not provide data about potential beneficiaries of the strategy that usually discount victims that manifested not to be interested in participating in psychosocial rehabilitation activities. Nevertheless, we consider that this proxy indicator is suitable to analyze changes in coverage.

<sup>102</sup> We do not include Bogotá and Riohacha because they do not have a match in the PSM procedure.

<sup>103</sup> As we mention earlier this project had as a goal to design, build, and implement a training, supervision, knowledge transfer and sustainability strategy or seven interdisciplinary teams providing psychosocial and comprehensive health services as part of PAPSIVI to ensure ongoing support, evaluation, and implementation of services. In this sense, and considering the reach of the program, it was not expected to increase coverage rates but an improvement in its quality, this considering as well that VISP did not have incidence in the amount of resources directed to increase the coverage of the program, that are restricted to national budget sources.

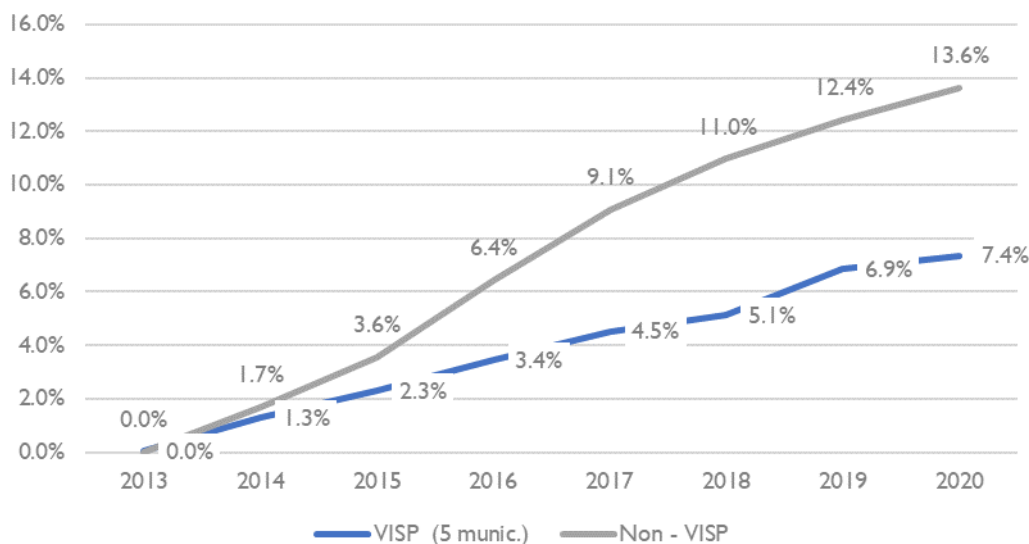


Exhibit 89. Proxy coverage of PAPSIVI comparing municipalities in which the territorial PAPSIVI support project was implemented, 2013 – 2020. \*

SOURCE: EVALUATION TEAM BASED ON VU

\* VISIP AND NON-VISIP MUNICIPALITIES ARE RESTRICTED TO TERRITORIES RESULTING FROM THE PSM

We finally conduct the analysis considering VISIP municipalities that remained targeted over VISIP's two phases (with exception of Medellín that does not have a matched municipality). The main results remain similar, with a larger gap relative to non-VISIP municipalities, period passing from 0.6 percentage points in 2014, to 16 in 2020.

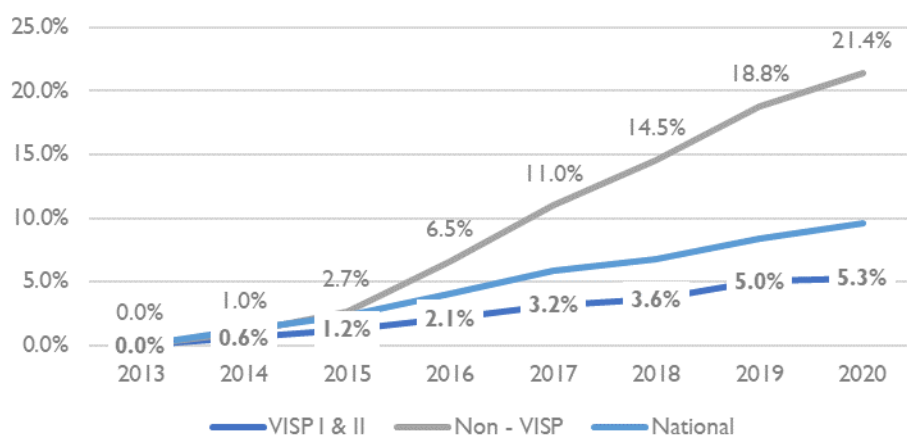


Exhibit 90. Proxy coverage of PAPSIVI, VISIP municipalities targeted in phase I and II, 2013 – 2020\*

SOURCE: EVALUATION TEAM BASED ON VU

\* VISIP AND NON-VISIP MUNICIPALITIES ARE RESTRICTED TO TERRITORIES RESULTING FROM THE PSM

In sight of these results, we see that even if VISIP played a major role in PAPSIVI's operationalization, and even if this is reflected in a general growth rate of the coverage in the psychosocial rehabilitation services provided by the MOH, there is no evidence that in VISIP targeted territories this coverage is higher or increased more than in non-targeted territories.

## ACCESS TO EREG

Over VISP's first phase the program supported the emotional recovery strategy EREG, at the territorial level VISP implemented a project directed to the design, formulation, and implementation of a training strategy for leaders in psychosocial support tools and emotional recovery of victims of the armed conflict, directed to the Urabá region (Apartadó, Chigorodó, Necoclí and Turbo), that involved the training of 60 victims on tools and abilities to provide accompaniment with a psychosocial approach and the application of a psychosocial accompaniment model with a group of 600 victims who belong to victims' organizations and are part of collective reparation subjects. During the program's second phase we did not identify VISP support activities for EREG.

We analyze coverage rates of these emotional recovery strategies, and analyze whether these are higher in VISP municipalities, as well as whether they are higher in VISP municipalities located in Urabá, where specific EREG activities were supported. To analyze this dynamic, we use the following indicators.

**TABLE 19. EREG ACCESS INDICATORS USED IN EVALUATION QUESTION 3**

| INDICATOR                              | SOURCE |
|----------------------------------------|--------|
| Number of EREG beneficiaries           | VU     |
| Proxy coverage rate of EREG            | VU     |
| Number of beneficiaries of Entrelazado | VU     |

Using information provided by the VU about victims who accessed EREG, we can analyze the evolution of the numbers of beneficiaries of this strategy between 2013 and 2021. The results evidence that a total of 260 thousand victims accessed this program in this period, which represents a substantial advance considering that this type of attentions was nearly inexistent in previous years.

As we see in Exhibit 91 the strategy attended approximately 20 thousand victims in 2013 and reached its peak in 2018 with 60 thousand victims attended. From 2019 onwards, these numbers were situated below the number achieved in 2014, ending in 2021 with 20 thousand beneficiaries. The number of victims that have accessed this program in VISP municipalities between 2013 and 2019 was on average 4.8 thousand, decreasing then to 1.6 thousand in 2021.

Results that show a decreasing importance of this strategy along VISP implementation period, that from its beginning had a low coverage relatively to the total number of Victims registered in the RUV. Moreover, if we restrict the data to VISP's first phase municipalities, the number of beneficiaries reached its peak in 2018 with 7 thousand victims attended but decreased to 1.6 thousand in 2021.

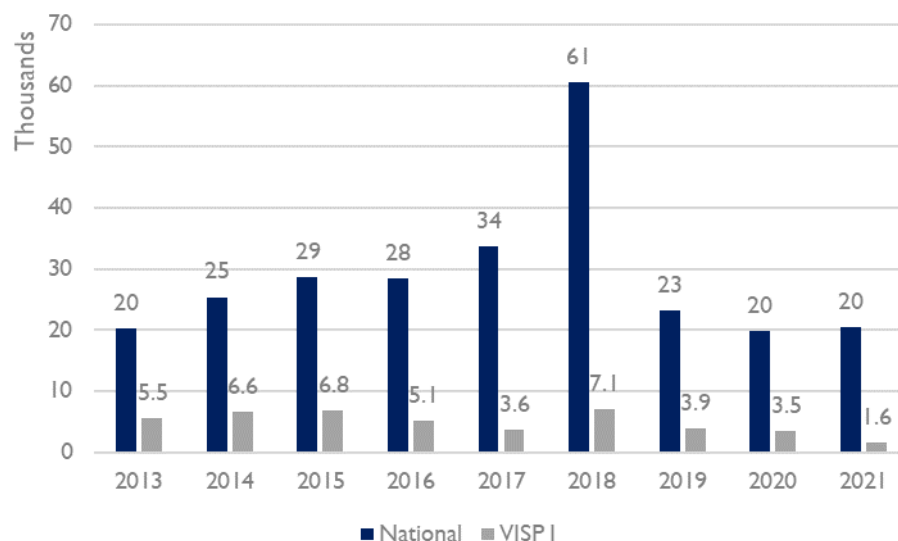


Exhibit 91. Number of beneficiaries of EREG (thousands), 2013 – 2021.

SOURCE: EVALUATION TEAM BASED ON VU DATA

It is useful to analyze the data in territories of the Urabá region where, as we mentioned above, a specific VISPI project was implemented between 2015 and 2017. Nevertheless, the numbers do not indicate increases of beneficiaries over the implementation period when the number of victims attended by EREG decreased from 2.6 to 0.28 thousand.<sup>104</sup>

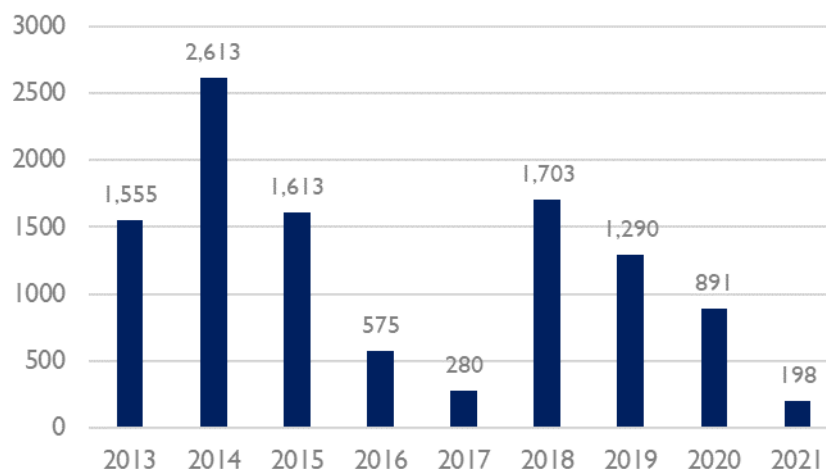


Exhibit 92. Number of beneficiaries of EREG in VISPI – Urabá region municipalities, 2013 – 2021.

SOURCE: EVALUATION TEAM BASED ON VU DATA

<sup>104</sup> The project file indicates that the initiative contemplated the application of a model of psychosocial accompaniment in a group model to 600 victims belonging to organizations of victims and subjects of collective reparation in the 4 municipalities prioritized by the VISPI, but it is not clear to what strategy it refers to. Nevertheless, this analysis will be made as well with Entrelazando.



## PROXY COVERAGE RATE OF EREG

Exhibit 93 presents the evolution of the proxy coverage rate<sup>105</sup> of the EREG strategy for VISP and Non-VISP comparable territories between 2013 and 2021, obtained with the PSM. For all the period, the coverage rate in VISP municipalities was slightly higher than in the comparison group, and this difference increased constantly in these eight years passing from 0.15 to 1.3 percentage points. The coverage gap widens from 0.45 percentage points in 2013, to 1.26 in 2021.<sup>106</sup>

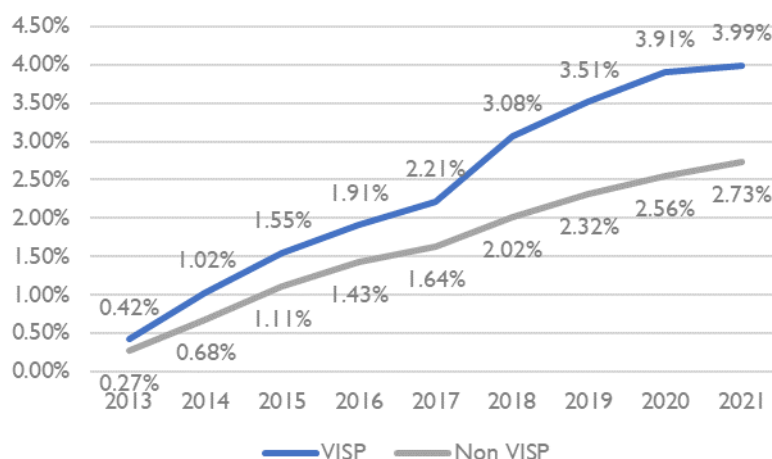


Exhibit 6. Proxy coverage of EREG, 2013 – 2021.\*

SOURCE: EVALUATION TEAM BASED ON VU

\*VISP AND NON-VISP MUNICIPALITIES ARE RESTRICTED TO TERRITORIES RESULTING FROM THE PSM

## ACCESS OF GROUPS, COMMUNITIES, ORGANIZATIONS TO ENTRELAZANDO

In the case of “Entrelazando”, the community rehabilitation program, VISP granted support during its first phase, developing, adjusting, and validating a monitoring and evaluation framework to evaluate the results about the psychosocial welfare of communities served and how they are related with other levels of psychosocial rehabilitation services. VISP also implemented a project to strengthen the methodological development of Entrelazando’s components to increase its national impact, as well as the technical skills of the national and regional teams. For this analysis we use the number of beneficiaries of Entrelazando.

## NUMBER OF BENEFICIARIES OF ENTRELAZANDO

The general goal of the project executed by VISP related to this strategy aimed to increase the national coverage of Entrelazando. To analyze this, we rely on the data provided by the VU, corresponding to

<sup>105</sup> The proxy coverage rate is obtained analogously to that computed for PAPSIVI and has the same limitations.

<sup>106</sup> Different conclusions from the analysis about PAPSIVI and EREG are due to that in the case of the VU strategy, projects supported by VISP did define as a goal the increase of coverage of this program. Specifically, the nature of VISP support to both initiatives was different. In PAPSIVI it was more methodological and technical and in EREG included the development of workshops and attention goals. Finally, EREG implementation also were planned as complementary to PAPSIVI, an in this sense reached some territories with low coverage of the program.

the period 2018 to 2021<sup>107</sup> regarding the total number (at the national level) of beneficiaries that were attended by the strategy.

According to the information provided by the VU, the number of victims that are part of collective reparation subjects (CRS) and received attention by Entrelazando, increased 27.9 percent between 2018 and 2021 passing from 44.5 thousand to 56.9 thousand victims attended. In terms of CRS attended, the number of attentions increased 92 percent passing from 184 to 354 CRS attended.

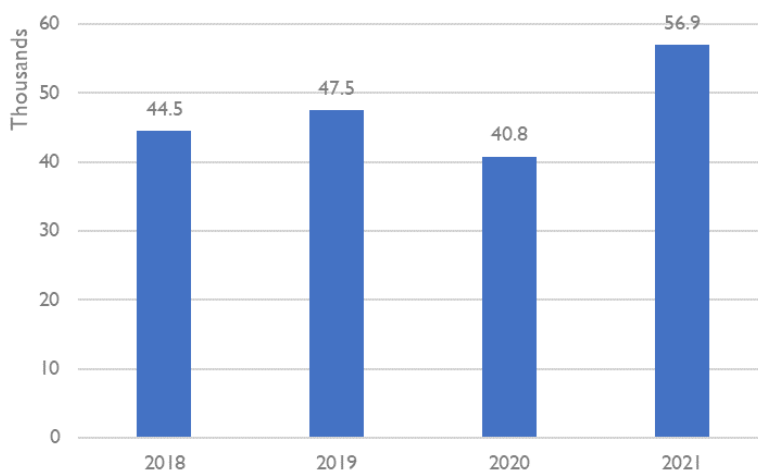


Exhibit 94. Number of victims attended by Entrelazando (thousands), 2018 – 2021.

SOURCE: VU

## ACCESS TO PHYSICAL REHABILITATION

As we mentioned earlier, along all its implementation period VISP executed a project to establish and strengthen physical rehabilitation services (for persons with disabilities, especially victims) offered by public hospitals (State Social Enterprises) in prioritized municipalities. As a result, 29 hospitals received technical support and infrastructure investments in physical rehabilitation facilities to institutionalize the service provision and to effectively provide this service.

To analyze improvements in access to physical rehabilitation services we use the following indicators:

**TABLE 20. PHYSICAL REHABILITATION ACCESS INDICATORS USED IN EVALUATION QUESTION 3**

| INDICATOR                                                                                            | SOURCE   |
|------------------------------------------------------------------------------------------------------|----------|
| Number of victims who access physical rehabilitation services                                        | VU - MOH |
| Number of victims who access physical rehabilitation services in health facilities supported by VISP | VU - MOH |

<sup>107</sup> The information is presented only for this period because the group that is in charge of the execution of the strategy is managing its implementation from 2018.

## NUMBER OF VICTIMS WHO ACCESS PHYSICAL REHABILITATION SERVICES<sup>108</sup>

According to information provided by the MOH, the number of victims who access physical rehabilitation services showed an important increase between 2013 and 2017 at the national level and in municipalities where VISP strengthened processes and health facilities to provide this service. Specifically, the victim population accessing rehabilitation services increased in 108.7 percent at the national level and 99.5 percent in municipalities supported by the program between 2013 and 2017. Nevertheless, after 2017 this number showed a significant drop both in VISP municipalities and at the national level, falling 45.7 percent and 47.5 percent between 2017 and 2019, respectively.<sup>109</sup>

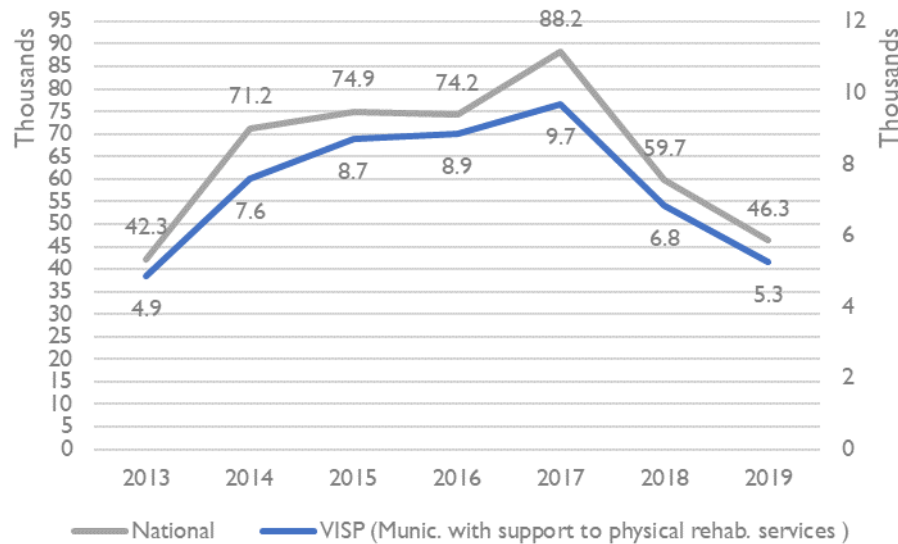


Exhibit 95. Number of victims who access physical rehabilitation services.

SOURCE: EVALUATION TEAM BASED ON MOH.

## NUMBER OF VICTIMS WHO ACCESS PHYSICAL REHABILITATION SERVICES IN HEALTH FACILITIES SUPPORTED BY VISP

Restricting the data to the number of victims that received physical rehabilitation services in 29 health facilities directly supported by VISP, the dynamic is similar to the one described when using the data at the municipal level. Between 2013 and 2017, the number of victims attended in VISP-supported health facilities passed from 536 to 1,039 showing a growth rate of 93.8 percent. After this year, there was a significant decrease, reaching 176 victims accessing physical rehabilitation services in 2019.

<sup>108</sup> The projected exercise included in the evaluation design contemplated to use the number victims that according to its individual reparation plan should have received physical rehabilitation services as a denominator to compute coverage rates of these services, but both, the MOH and the VU replied to the request made by the evaluation team, stating that they do not have this information.

<sup>109</sup> We exclude for the analysis 2020 and 2021 considering that the pandemic resulted in low numbers, less than 18 thousand victims accessing physical rehabilitation services over this period, that are not comparable with the previous year.

Moreover, backing up the positive results achieved in the first subperiod (2013 to 2017); in 2017, when victims' services reached a peak, 73.4 percent of the total physical rehabilitation services provision directed to victims in VISIP municipalities was explained by health facilities supported by the program.

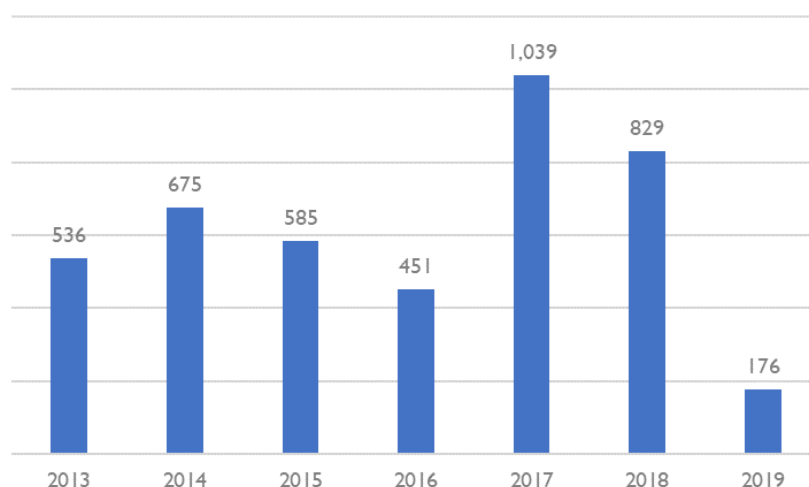


Exhibit 96. Number of victims who access physical rehabilitation services in VISIP supported health facilities.

SOURCE: EVALUATION TEAM BASED ON MOH.

### ACCESS TO REHABILITATION SERVICES (CROSS-CUTTING)

The following analysis is conducted using information from the VL survey in 2016 and 2021. The survey included a question, in both years, to determine self-reported access to rehabilitation services. This analysis is crosscutting because the question did not discriminate between the type of rehabilitation service and could be related to access either to psychosocial/psychological services or physical services.

The analysis is made using results of the PSM procedure described in Annex D. The results show that for VISIP's two phases, the self-reported access to rehabilitation services was lower in VISIP municipalities relative to the comparison group. In 2016, the percentage of victims who reported access to these services was 5.1 percentage points lower in VISIP municipalities (2.9 percent versus 8 percent) and in 2021 this difference was 4 percentage points (12 percent versus 16 percent). It should be mentioned that these results are not comparable between phases given the change in targeted territories. Because of this, we present results independently.

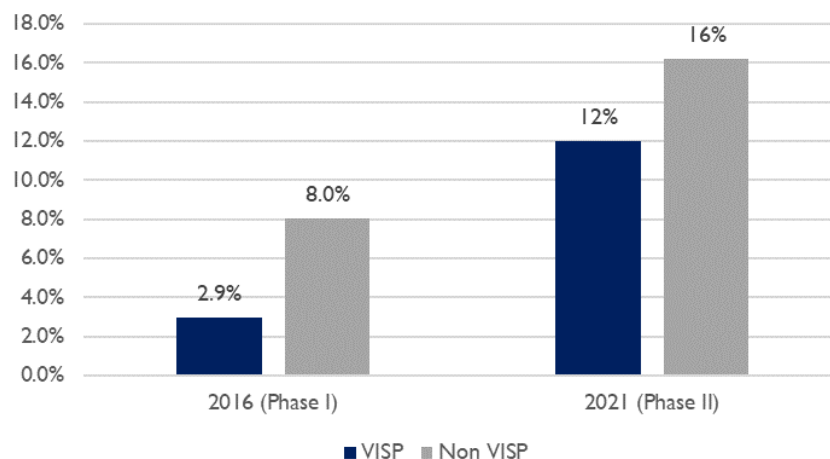


Exhibit 97. Percentage of victims reporting access to rehabilitation services (PSM results). \*

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

Using the information for municipalities targeted during the two VISP phases, we can analyze the evolution of this indicator. The results evidence a higher increase in self-reported access of rehabilitation services in non-VISP municipalities than in VISP municipalities, where the percentage of victims reporting access to rehabilitation services passed from 8 percent to 14.8 percent, while in VISP targeted territories this percentage went from 3.6 percent to 8 percent.

If we consider that PAPSIVI is the rehabilitation service with higher coverage, and therefore is likely the one driving this dynamic, the results are consistent with those found in the analysis of PAPSIVI's proxy coverage rates (using administrative records), showing a generalized increase in coverage of this psychosocial service, especially in non-VISP territories.

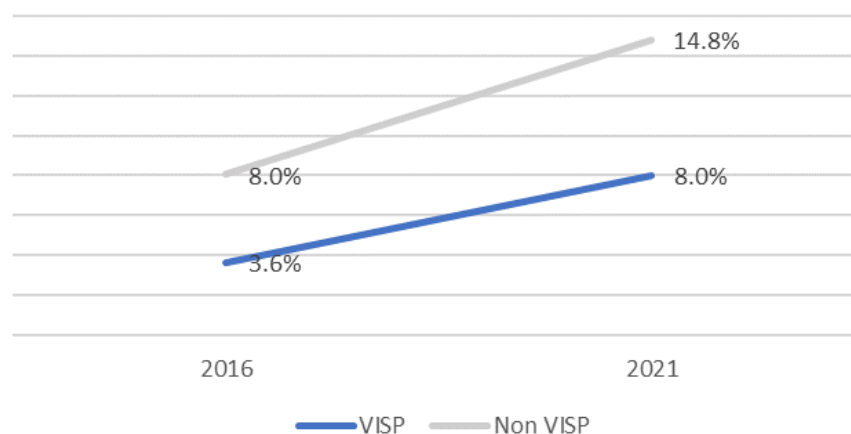


Exhibit 98. Percentage of victims reporting access to rehabilitation services VISP comparable municipalities (PSM results). \*

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

## SOCIOECONOMIC INDIVIDUAL DETERMINANTS OF ACCESS

One way to complement the analysis presented along the chapter, is to analyze some individual socioeconomic characteristics relate to the access to rehabilitation services using variables that can be computed from the VL survey. For this purpose, we estimated a logit model using as dependent variable the self-reporting access to these services, and as independent variables the gender, age, educational attainment, socioeconomic stratum, if the victim its self-recognized as afro descendant or indigenous, occupational status, civil status, a variable indicating if the person recently moved from another municipality, relationship to the household head, and if the victim reports belonging to a victims organization or roundtable.

The results presented correspond to the model estimated with the survey for 202, as the self-reported access reached almost 10 percent while in 2016 this proportion was only 4 percent, therefore the 2021 estimation has more observations to carry out the analysis. We use the total sample of victims for VISP and Non-VISP municipalities.

Table 21 presents the marginal effects of each independent variable over the probability accessing a rehabilitation service. In general, we find significant results for all the variables included in the model and in most cases intuitive results, from which some points to highlight include:

- Being a woman increases the probability of accessing rehabilitation services in 1.84 percent. In fact, while 10.2 percent of women victims reported access, 8 percent of the men did.
- Being afro descendant increased the probability of access in 0.85 percent with respect to non-ethnic victims and being indigenous increased this probability by 5.2 percent.
- Belonging to a victim's organization or roundtable increased the probability of access by 2.3 percent.
- A higher educational level and a higher socioeconomic stratum reduced the probability of access to rehabilitation services, although its marginal effect is below 1 percent in both cases.
- Related to the civil status, according to the model results while being does not have a statistically significant effect, being in an unmarried union reduced the probability of access in 2 percent with respect to being single.
- Related to the occupational status, we found that the most important individual determinant is being a student or being retired, both increasing in 8 percent the probability of access, with respect to an employed victim. This can be related to the time available to participate in rehabilitation sessions of any type.
- Related to variables that indicate the relationship of the victim with the household head, we found an unexpected result, probably explained by sample particularities. The results indicate that being a non-relative of the household head increases the probability of access in 11 percent.

Finally, it is important to highlight that the model has a low explanatory power (the Pseudo R-squared is 0.02) which is indicative that other individual variables that we cannot compute with the survey data, as well as other contextual variables, are determinants of the access to rehabilitation services. For these reason in the next section, we present results to find relationships of the pseudo- coverage rate of the

PAPSIVI with contextual variables. We decided to conduct an independent estimation using administrative record data, to have enough variability of the contextual independent variables that we would not have if we incorporated them in the VL survey.

**TABLE 21. MARGINAL EFFECTS OF INDIVIDUALS SOCIOECONOMIC CHARACTERISTICS OVER THE PROBABILITY OF ACCESSING REHABILITATION SERVICES – 2021**

| VARIABLE                                          | MARGINAL EFFECT | STD. ERR. | Z      | P-VALUE |
|---------------------------------------------------|-----------------|-----------|--------|---------|
| Gender                                            | 0.0184          | 0.00066   | 28.07  | 0.000   |
| Age                                               | -0.0004         | 0.00003   | -13.42 | 0.000   |
| Afro descendant                                   | 0.0085          | 0.00072   | 11.83  | 0.000   |
| Indigenous                                        | 0.0526          | 0.00179   | 29.36  | 0.000   |
| Education attainment                              | -0.0029         | 0.00042   | -6.96  | 0.000   |
| Stratum                                           | -0.0076         | 0.00043   | -17.64 | 0.000   |
| Change of municipality                            | 0.0157          | 0.00137   | 11.47  | 0.000   |
| Victims' organization or roundtable participation | 0.0235          | 0.00067   | 35.11  | 0.000   |
| Civil status                                      |                 |           |        |         |
| Married                                           | 0.0014          | 0.00106   | 1.29   | 0.198   |
| Divorced                                          | 0.0105          | 0.00111   | 9.44   | 0.000   |
| Unmarried union                                   | -0.0202         | 0.0008    | -25.45 | 0.000   |
| Widower                                           | 0.0039          | 0.00164   | 2.4    | 0.016   |
| Occupational status                               |                 |           |        |         |
| Student                                           | 0.0818          | 0.003     | 27.31  | 0.000   |
| Student and employed                              | 0.0165          | 0.00193   | 8.54   | 0.000   |
| Pensioner                                         | 0.0898          | 0.00472   | 19     | 0.000   |
| Housework                                         | 0.0001          | 0.00079   | 0.16   | 0.873   |
| Unemployed                                        | -0.0223         | 0.00073   | -30.76 | 0.000   |
| Relationship to the household head                |                 |           |        |         |
| Spouse                                            | 0.0018          | 0.00095   | 1.95   | 0.051   |
| Son/daughter                                      | 0.0138          | 0.00111   | 12.41  | 0.000   |
| Father or mother                                  | -0.0229         | 0.00145   | -15.8  | 0.000   |
| Brother/sister                                    | -0.0141         | 0.00236   | -5.97  | 0.000   |

**TABLE 21. MARGINAL EFFECTS OF INDIVIDUALS SOCIOECONOMIC CHARACTERISTICS OVER THE PROBABILITY OF ACCESSING REHABILITATION SERVICES – 2021**

|                     |         |         |       |       |
|---------------------|---------|---------|-------|-------|
| Another relative    | -0.0253 | 0.00289 | -8.77 | 0.000 |
| Another nonrelative | 0.1157  | 0.00701 | 16.52 | 0.000 |

SOURCE: EVALUATION TEAM BASED ON VL SURVEY 2021.

## SOCIOECONOMIC CONTEXTUAL DETERMINANTS OF ACCESS

For this analysis we used the PAPSIVI proxy coverage rate at the municipal level as the independent variable, restricting the data base to municipalities with attentions reported by the program and excluding Bogotá, Barranquilla, Cali and Medellín considering that could biased the results given its size and particularities as the biggest capital cities in the country.

In this case, the independent variables are continuous. We use a linear regression to find significant associations between the independent variable and contextual variables. The independent variables used for this exercise are: i) proportion of people living in multidimensional poverty, ii) proportion victims, iii) proportion of population living in rural areas, iv) fiscal performance index, v) a dummy for big capital cities and 6) a dummy for VISP territories (excluding big capital cities),

The estimated coefficients are presented in the table below. The model has a low explanatory power (the adjusted R-squared is 0.07) and only three variables resulted statistically significant: i) proportion of victims, ii) fiscal performance index and iii) proportion of rural population.

**TABLE 22. OLS – CONTEXTUAL DETERMINANTS OF PAPSIVI'S COVERAGE RATE (2020)**

|                              | COEF.     | STD. ERR  | T     | P>T   |
|------------------------------|-----------|-----------|-------|-------|
| Multidimensional poverty (%) | 0.0670    | 0.0507739 | 1.32  | 0.187 |
| Victims' population (%)      | -0.1193** | 0.020259  | -5.89 | 0.000 |
| Fiscal performance Index     | 0.0019**  | 0.0010717 | 1.73  | 0.085 |
| Big capital city             | -0.0767   | 0.0923139 | -0.83 | 0.406 |
| VISP I                       | -0.0351   | 0.0365636 | -0.96 | 0.338 |
| Rural population (%)         | -0.0563** | 0.0308469 | -1.83 | 0.068 |
| Constant                     | 0.0649    | 0.095563  | 0.68  | 0.497 |

SOURCE: EVALUATION TEAM BASED ON MOH.

In the case of the fiscal performance index, we find that it is positively associated with the PAPSIVI coverage rate. This is an expected result, as having better local government fiscal capacities likely relates to being able to better provide social services. In fact, those municipalities situated in the first quintile of coverage showed an average fiscal index of 65.9 while those situated in the fifth quintile evidenced an average fiscal index of 66.3.



Finally, the proportion of victims in the municipality with respect to the total population, is significantly negatively associated with the program coverage. For instance, the average share of victims in municipalities situated in the first quintile of coverage (lowest coverage) was 36 percent, while this indicator was 14 percent in municipalities situated in the last quintile (highest coverage), indicating that the PAPSIVI has a higher attention deficit in territories with a relatively high number of victims.

#### **4. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 4**

Evaluation question 4 inquires what are the main strengths and weaknesses of the “Community Agent Model”, referring to the initiative implemented by USAID’s Community-Based Treatment Services for Afro-Colombian Victims of Torture (ACOPLE) program.

According to ACOPLE’s AMELP, this was a USAID-funded program implemented by Heartland Alliance International (HAI) together with local partners, Asociación Nacional de Afrocolombianos Desplazados (AFRODES) and the Cisalva Research Institute of the Universidad del Valle, in alliance with the US-based Johns Hopkins University (JHU). It started in October 2010 and was originally programmed to run for three years. It was approved for three separate cost extensions (CE): the first cost extension, which extended the project period from January 2014 to September 2015; the second cost extension, which extended the project period from October 2015 to December 2017; and the third and final cost extension, from January 2018 to September 2020.

This program aimed to develop and implement evidence-based, effective, and culturally appropriate mental health services for victims of torture<sup>110</sup> on Colombia’s Pacific Coast, expand holistic services to victims, and building the capacity of Afro-Colombian civil society organizations to address the needs of torture survivors during and after the project implementation. The program pursued three strategic objectives:

- i) National and territorial governments are better able to incorporate mental health and psychosocial wellbeing best practices into existing community rehabilitation programs.
- ii) Survivors of torture and organized violence have improved mental health and psychosocial wellbeing.
- iii) Communities affected by torture and violence can access continued community psychosocial rehabilitation services.

For this evaluation question, in which the qualitative analysis is predominant, we present a descriptive analysis of the AMELP indicators defined by the initiative, based on information reported in MONITOR by the implementing partners. These indicators are summarized in 23.

To complement this analysis, we summarize the main results from a Randomized Controlled Trial (RCT) conducted with participants of the initiative.

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<sup>110</sup> It is important to sign that the definition of torture, in this case, isn’t limited to the understanding of torture as a victimizing act recognized by Law 1448/2011: it includes cruel, inhuman, or degrading treatment or punishment that violates Human Rights and can occur simultaneously with other victimizing acts, causing physical and psychological harm.

**TABLE 23. ACOPLÉ INDICATORS USED IN EVALUATION QUESTION 4**

| INDICATOR                                                                                                                                  | SOURCE  |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Number of civil society organizations (CSOs) that participate in ACOPLÉ training and/or capacity building activities.                      | MONITOR |
| Number of service providers trained who serve vulnerable persons                                                                           | MONITOR |
| Number of survivors of torture and political violence treated through the different mental health and psychosocial interventions of ACOPLÉ | MONITOR |
| Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming                           | MONITOR |
| Proportion of participants who report at least a 10 percent reduction in functional impairment                                             | MONITOR |

### NUMBER OF CIVIL SOCIETY ORGANIZATIONS (CSOS) THAT PARTICIPATE IN ACOPLÉ TRAINING AND/OR CAPACITY BUILDING ACTIVITIES

This indicator measures the number of unique organizations and/or institutions that participate in ACOPLÉ training and/or capacity building activities, considering that one of the main objectives of the project is to strengthen local systems and organizations that are involved either directly or indirectly with health issues of victims.

The data shows that with exception of 2013 and 2015 where percentage of goal fulfillment reached a 65 percent and 11 percent, the goals established for the project related to CSOs engagement in training activities were surpassed, reaching an aggregate result of 144 percent<sup>111</sup>.

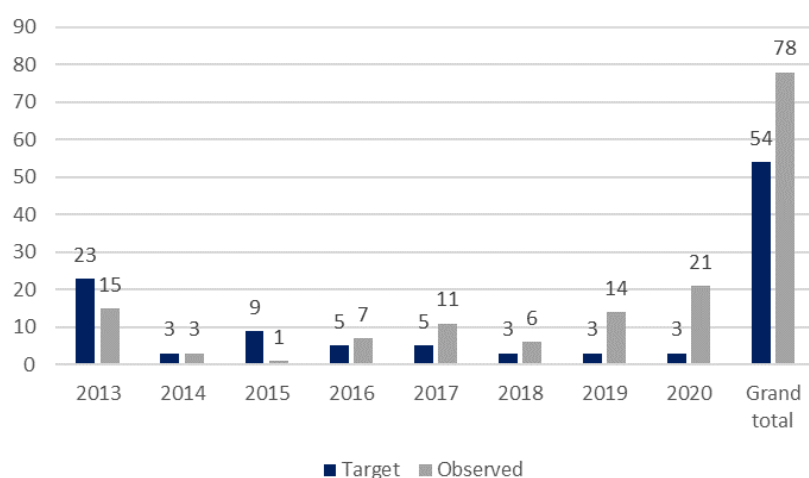


Exhibit 99. Number of civil society organizations (CSOs) receiving USG assistance engaged in health advocacy.

SOURCE: MONITOR.

<sup>111</sup> By type of organization receiving USG assistance, 66 percent were Community based/NGO, 12.8 percent were academic, 10 percent were private, and 2.6 percent were religious.

## NUMBER OF SERVICE PROVIDERS TRAINED WHO SERVE VULNERABLE PERSONS

This indicator measures the number of people from public and private institutions or organizations that may have contact with victims of torture or political violence that are trained on issues relevant to mental health diagnosis, needs and referral systems. Trainings include but are not limited to trainings on the ACOPLE intervention model, trauma and mental health, gender issues and mental health, help the helper trainings, train-the-trainer trainings, and others.

The data shows that with exception of 2016 where the percentage of goal fulfillment reached 74 percent, the goals established for the project related to the training of service providers were surpassed, reaching an aggregate result of 186 percent.<sup>112</sup>

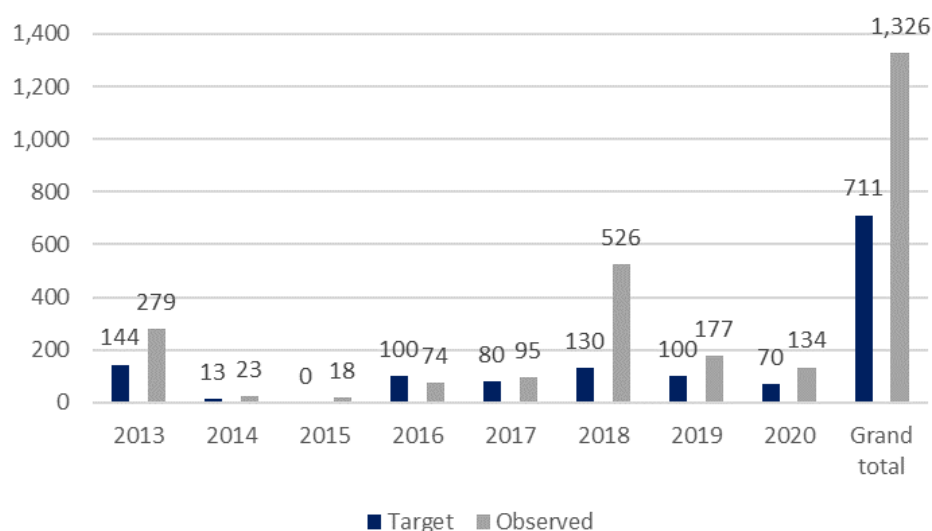


Exhibit 100. Number of service providers trained who serve vulnerable persons.

SOURCE: MONITOR.

## NUMBER OF VULNERABLE PEOPLE BENEFITTING FROM USG-SUPPORTED SOCIAL SERVICES

This indicator measures the number of survivors of torture and political violence treated through the different mental health and psychosocial interventions of ACOPLE, including Specialized Services, IISPC (Individual intervention based on feelings, thoughts, and behaviors) and CGT (Community Based Group Therapy).

The data shows that the goals established for the project related to people that accessed the mental health and interventions of ACOPLE were surpassed, reaching an aggregate result of 138 percent. By gender, 85 percent of beneficiaries were women, 14.4 percent were men and 0.1 percent were LGBTQI+.

<sup>112</sup> By gender, 71 percent of the trained services providers were women, 21 percent were men and 8 percent reported other gender.

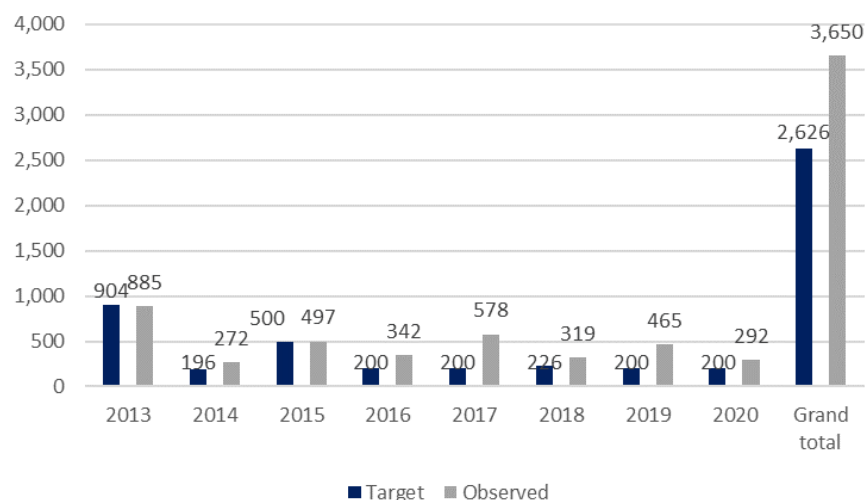


Exhibit 101. Number of vulnerable people benefitting from USG-supported social services.

SOURCE: MONITOR.

## PROPORTION OF PARTICIPANTS WHO REPORT AT LEAST A 10 PERCENT REDUCTION IN FUNCTIONAL IMPAIRMENT

This indicator measures the proportion of individuals who complete treatment, have complete pre and post data, and report at least a 10 percent reduction in functional impairment according to the functionality scale on the ACOPLE pre and post survey.<sup>113</sup>

The data shows that the goal was completely fulfilled (114 percent). Along all its implementation period 80 percent of victims attended by ACOPLE through the different mental health and psychosocial interventions reported at least a 10 percent reduction of functional impairment.

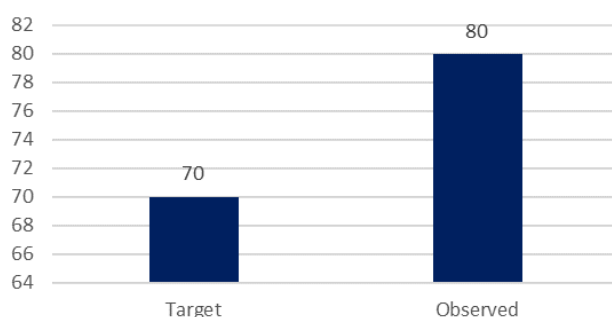


Exhibit 102. Proportion of ACOPLE participants who report at least a 10 percent reduction in functional impairment, 2020.

SOURCE: MONITOR.

<sup>113</sup> The functionality section of the survey asks participants to rate how much difficulty they have had completing certain daily tasks in the past month on a 5-point likert scale, with zero being no difficulty and four being that they have been unable to complete that task in the past month. Items include (but are not limited to) tasks such as working, taking care of personal hygiene, supporting family members, and doing housework. Since participants are rating how difficult it is to complete each task, the indicator wording references a reduction in impairment (IE difficulty) versus an improvement in functioning (which might be better measures with a scale where participants rate how well they are able to complete each task). AMELP, (2020).

## PROPORTION OF FEMALES WHO REPORT INCREASED SELF-EFFICACY AT THE CONCLUSION OF TREATMENT

This indicator measures the proportion of women who complete treatment and experience a decrease in symptoms (anxiety, depression, or fear) of at least 12 percent because of the treatment. It relates to the program goal measuring whether survivors of torture and organized violence have improved mental health and psychosocial wellbeing. This goes also relates with women empowerment as a USAID's key gender-related goal.

The data shows that the goal was surpassed, reaching an aggregate result of 139 percent. Along all its implementation period 97 percent of women attended by ACOPLE through the different mental health and psychosocial interventions reported at least 12 percent reduction of symptoms.

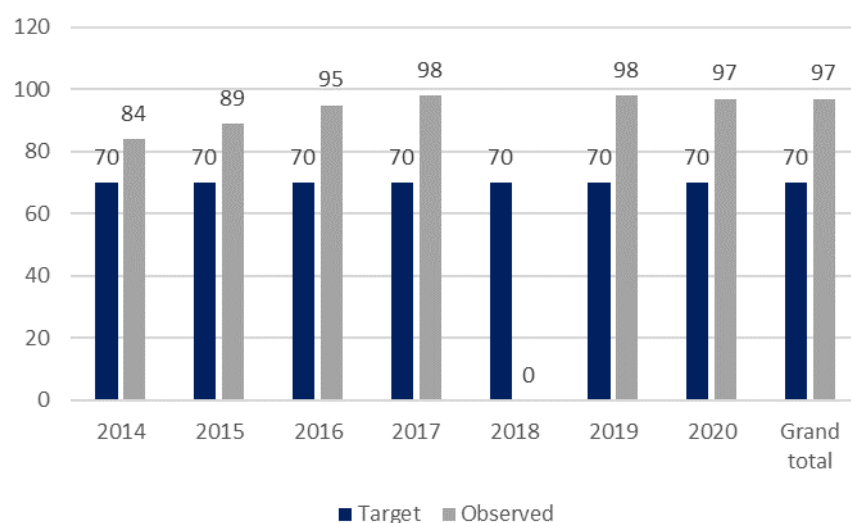


Exhibit 103. Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming.

SOURCE: MONITOR.

## MAIN FINDINGS OF ACOPLE'S RCT<sup>114</sup>

In 2018 a paper with the findings of an RCT conducted on participants of the ACOPLE strategy was published by Plos One, an open access journal for global public health research. The trial, financed by USAID, was performed by professionals of different institutions including CISALVA of the public health department Valle University, Heartland Alliance, and Johns Hopkins University, among others.

The main characteristics and findings of the experiment are summarized below:

### RCT CHARACTERISTICS

Initial recruitment of participants was done using referral from key informants (AFRODES community leaders) who were able to contact people affected by violence and displayed suffering, sadness, or symptoms of depression in selected communities of both cities. Key informants were requested to refer

<sup>114</sup> This part is based on Bonilla-Escobar FJ, et al. (2018)

both men and women, followed by a snowball sampling technic where the interviewed were asked to suggest others that might have presented the same conditions.

Inclusion criteria were a) being over 18 years old, b) identifying as Afro-Colombian, c) reporting having experienced at least one violent traumatic experience, d) having a TMHS (Total Mental Health Symptoms Scale) score >0.77 (49 out of 64 items), and e) having any reduced functionality in routine activities.

In Buenaventura, 180 participants were found eligible and allocated to one of the interventions applied by ACOPLÉ (n =92; 51.1 percent) or the control group (n = 88; 48.9 percent).

In Quibdó, 166 participants were found eligible and allocated in equal numbers to each group (n = 83 per arm).

The intervention applied to the treatment group is known as CETA (Common Elements Treatment Approach)<sup>115</sup> that is a Cognitive-Behavioral Therapy for use in low-resource contexts. CETA was developed to treat post-traumatic stress, depression, and anxiety and other comorbid problems. Treatment duration was 8–12 sessions (45 min to 1 hour each).

## RCT FINDINGS

- In Buenaventura, the adjusted comparison of baseline and follow-up assessments of symptoms in CETA showed significant positive differences compared with the changes in the control group. In Quibdó, the level of symptoms of both CETA and the control group were similar in the baseline and the follow-up assessments.

This finding is important because according to the authors the difference of effectiveness between the two cities may indicate that we cannot assume that intervention known to be effective in one setting will be effective in another, even in populations with similar backgrounds.

- Exhibit 104, taken from the RCT's paper, summarizes differences in symptoms for total mental health, depression, anxiety, post-traumatic stress (PTS), and dysfunction. It presents results for both cities and the treatment and control groups. The square indicates the point estimate for the treated group (CETA) and the triangle the point estimate for the control group, the black Exhibits refer to Buenaventura and the grey ones to Quibdó. Each point estimate is presented with its confidence interval.
  - In Buenaventura, there are significant reductions in symptoms for the overall measure and for each component, being higher in anxiety and post-traumatic stress. As can be observed in the Exhibit, for each case the confidence interval of the treated group does not overlap with the confidence interval of the control group, illustrating the significance of the findings.
  - In Quibdó the reduction in symptoms is lower than in Buenaventura, and for all the dimensions, the confidence interval estimates overlap with the ones for the control group, indicating that

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<sup>115</sup> A remaining group of the selected participants was assigned to another treatment group where a NGCT (Narrative Community Group Therapy) intervention, used as well by ACOPLÉ, were conducted whose results are presented in other paper. In here we only summarized results associated to the CETA approach.

there were no significance reductions in depression, anxiety, or functioning symptoms, with exception of post-traumatic symptoms, where according to the authors small effects were seen.

- The authors argue that the results in Buenaventura are consistent with the literature and findings about this type of therapy in other low-income locations, but the differences between cities are not. A possible explanation of this refers to “differences in the social context between the cities: while Quibdó has 89 percent of people living with unsatisfied basic needs, Buenaventura has significantly less with 36 percent of people living with unsatisfied basic needs, also, different armed actors are involved in each city. In Buenaventura, drug cartels and armed groups surrounding the drug business, while in Quibdó, the guerrilla warfare and armed groups based on illegal mining are the main sources of conflict and violence”.<sup>116</sup>

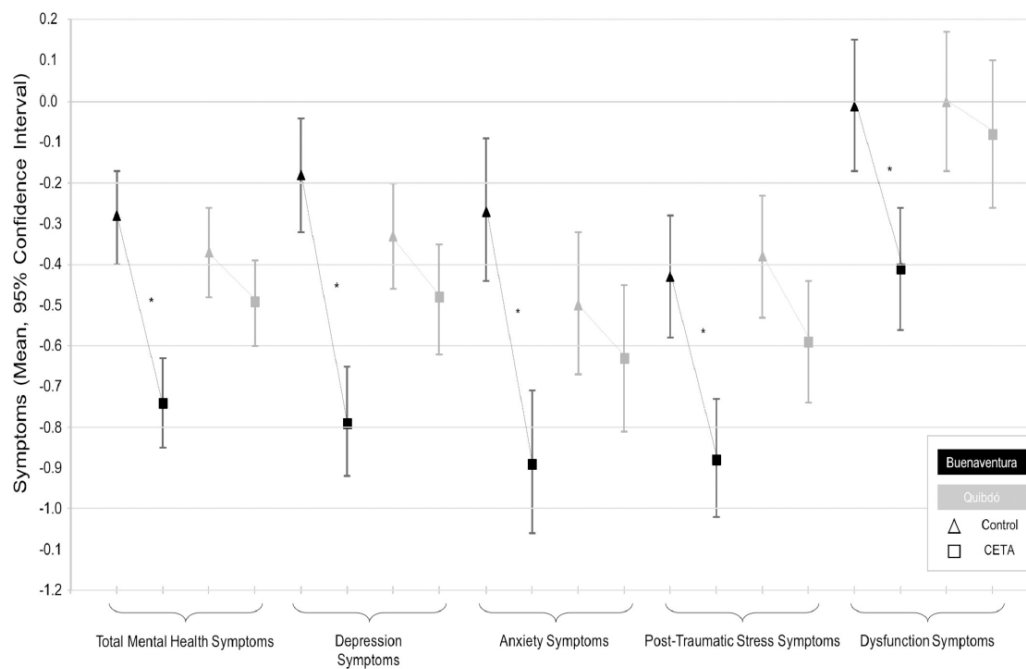


Exhibit 104. Adjusted pre-post differences of symptoms scores with their 95 percent confidence intervals by arm and city. \* Significant difference at  $p < 0.05$

SOURCE: BONILLA-ESCOBAR FJ, ET AL. (2018)

## 5. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 5

Question 5 inquiries about the lessons learned and results of the VISIP pilots developed to strengthen the capacity of CSOs on economic empowerment, employability, and incidence in public policies. For this question the qualitative analysis is predominant considering that the quantitative information related to the supported productive organizations is limited. In this sense the information analyzed for this question provides some context about the project, the initial conditions of the productive associations, their general characteristics, the kind of support received, and some projected results in income generation and employability, relying on information from the project’s final report.

<sup>116</sup> Ibid. p. 13

The project, executed between 2018 and 2021, defined as a goal to design and implement a pilot strategy aimed at strengthening the organizational and productive development of victims in rural and urban contexts in the departments of Antioquia, Chocó, Caquetá, Cauca, Nariño and Córdoba. Technical inputs would be obtained to contribute to public policy design, including three components: organizational strengthening, income generation and employability.

The project was executed in 6 phases, each one with a related activity or product: i) mapping of socio-productive initiatives, ii) design and implementation of a pedagogical process of organizational training for the selected initiatives, iii) design and implementation a productive strengthening strategy for the selected initiatives, iv) protocol for the follow-up and evaluation of strengthening experiences, v) providing technical inputs for public policies for socioeconomic stabilization, income generation and employability of victims, and vi) develop a dissemination strategy of the experience.

As a result of the first phase, 32 productive associations were mapped in the 6 prioritized departments, from which 6 were selected. Table 24 summarizes the main characteristics of the associations selected, evidencing the heterogeneity in the organizations, an aspect that the project explicitly sought.

**TABLE 24. PRODUCTIVE ASSOCIATIONS SUPPORTED BY VISP.**

| ASSOCIATION      | DEPARTMENT | MUNICIPALITY | PRODUCT(S)                          | MEMBERS | MEN | WOMEN | PERCENT OF MEMBERS IN THE RUV |
|------------------|------------|--------------|-------------------------------------|---------|-----|-------|-------------------------------|
| Arpasinuc        | Córdoba    | Tierralta    | Plane-tree                          | 47      | 29  | 16    | 61 percent                    |
| Asomesc          | Cauca      | Buenos Aires | Pineapple                           | 21      | --  | 21    | 94 percent                    |
| Asproquema       | Antioquia  | Anorí        | Cheese                              | 207     | 165 | 42    | 48 percent                    |
| Grasmer          | Caquetá    | Florencia    | Amazonian fruits and dairy products | 25      | --  | 25    | 68 percent                    |
| Cooproacho       | Chocó      | Quibdó       | Natural oils                        | 21      | 1   | 20    | 67 percent                    |
| Cruz de Amarillo | Nariño     | Pasto        | Milk                                | 23      | 11  | 12    | 91 percent                    |

SOURCE: IOM.

For the selection process, IOM conducted an exercise to obtain a quantitative diagnosis of different dimensions: organizational, public policy and communications, logistic and commercial, environmental and technic, obtaining punctuations (in a 0 to 5 scale) for each aspect of the organization.<sup>117</sup> The result of this diagnosis is summarized in the following Exhibit. On average, the supported associations evidenced the lowest punctuations in the public policy/communications (3.1) and technical dimensions (3.1). In response to this diagnosis, complemented with other qualitative findings, the organizations were strengthened in different components following the model of rural management of the *Territorio de Aprendizaje* foundation.

<sup>117</sup> In the final report of the project, it is mentioned that the Index of Organizational Capacities (ICO) adapted by the ANDI was applied, although there are no methodological details about this calculations.



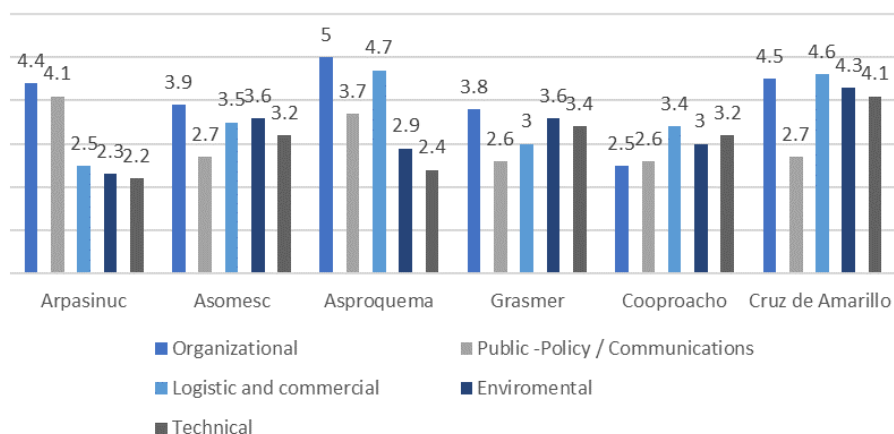


Exhibit 105. Quantitative diagnosis of the associations supported by VISIP before the intervention.

SOURCE: IOM.

The specific support, the amounts invested, and some considerations about the possible impact of these measures<sup>118</sup>, taken from the project's final report are summarized in the next table.

**TABLE 25. SPECIFIC STRENGTHENING MEASURES BY ASSOCIATION SUPPORTED BY VISIP.**

| ASSOCIATION | INVESTMENT (COP) | STRENGTHENING DIMENSIONS                     | PROJECTED IMPACT IN INCOME GENERATION |                                | EMPLOYABILITY IMPACT                                               |
|-------------|------------------|----------------------------------------------|---------------------------------------|--------------------------------|--------------------------------------------------------------------|
|             |                  |                                              | CONCEPT                               | VALUE <sup>119</sup>           |                                                                    |
| Arpasinuc   | \$ 96,753,571    | Rural management strengthening               | Plane-tree harvest sale               | \$ 31,000,000                  | Improvement of the conditions of self-employment of the associates |
|             |                  | Technical assistance for food transforming   | Sale and self-supply of seeds         | \$ 5,250,000                   | New associates - self-employment generation                        |
|             |                  | 3-hectare plane-tree crop assembly           | Sale of processed food                | Subject to production quantity | New hirings for crops                                              |
|             |                  | Endowment and activation of processing plant | Sala processes improvement            |                                | New hirings for the processing plant                               |
|             |                  | Brand advisory and TICs                      |                                       |                                |                                                                    |
| Asomesc     | \$ 93,423,964    | Rural management strengthening               | Plane-tree harvest sale (90 tons)     | \$ 81,000,000                  | Improvement of the conditions of                                   |

<sup>118</sup> The estimated values of the projected impact in income generation as a result of VISIP investments are presented without providing an explanation of the sources or methodology used to calculate these numbers, and therefore is not possible to validate these indicators.

<sup>119</sup> Estimated values are not reported in the document project for all the strengthening dimensions.

**TABLE 25. SPECIFIC STRENGTHENING MEASURES BY ASSOCIATION SUPPORTED BY VISP.**

| ASSOCIATION | INVESTMENT (COP) | STRENGTHENING DIMENSIONS                               | PROJECTED IMPACT IN INCOME GENERATION                                         |                                                | EMPLOYABILITY IMPACT                                               |
|-------------|------------------|--------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------|
|             |                  |                                                        | CONCEPT                                                                       | VALUE <sup>119</sup>                           |                                                                    |
|             |                  |                                                        |                                                                               |                                                | self-employment of the associates                                  |
|             |                  | Technical assistance for food processing               | Sale and self-supply of seeds (225.000 units)                                 | \$ 56,250,000                                  | Improvement of the conditions of self-employment of the associates |
|             |                  | Integral assembly of pineapple cultivation             |                                                                               |                                                | New associates - self-employment generation                        |
|             |                  | base generation for a pineapple seedbed                |                                                                               |                                                |                                                                    |
|             |                  | office equipment                                       |                                                                               |                                                |                                                                    |
|             |                  | Brand advisory and TICs                                |                                                                               |                                                |                                                                    |
|             |                  | Psychosocial support strategy                          |                                                                               |                                                |                                                                    |
| Asproquema  | \$ 58,446,349    | Rural management strengthening                         | Income increase from sells growth (60 percent of increase over monthly sales) | \$90,000,000 (Monthly)                         | Improvement of the conditions of self-employment of the associates |
|             |                  | Provision of supplies for agricultural warehouse       | Diversification of services offered by the association                        |                                                | Improvement of the conditions of self-employment of the associates |
|             |                  | Brand advisory and TICs                                | Improvement of management and marketing processes                             |                                                | New job-offers                                                     |
| Corproacho  | \$ 95,222,271    | Rural management strengthening                         | Reduction of production costs by 60 percent and quality improvement           | An additional 60 percent over the sales amount | Improvement of the conditions of self-employment of the associates |
|             |                  | Technical assistance for food processing               |                                                                               |                                                | New associates - self-employment generation                        |
|             |                  | Adequacy of production processes                       |                                                                               |                                                |                                                                    |
|             |                  | Physical adequations to work facilities infrastructure |                                                                               |                                                |                                                                    |
|             |                  | Equipment of work facilities                           |                                                                               |                                                |                                                                    |

**TABLE 25. SPECIFIC STRENGTHENING MEASURES BY ASSOCIATION SUPPORTED BY VISP.**

| ASSOCIATION      | INVESTMENT<br>(COP) | STRENGTHENING<br>DIMENSIONS                               | PROJECTED IMPACT IN INCOME<br>GENERATION             |                       | EMPLOYABILITY<br>IMPACT                                            |
|------------------|---------------------|-----------------------------------------------------------|------------------------------------------------------|-----------------------|--------------------------------------------------------------------|
|                  |                     |                                                           | CONCEPT                                              | VALUE <sup>119</sup>  |                                                                    |
| Grasmer          | \$ 141,646,070      | Improvement of industrial security conditions             |                                                      |                       |                                                                    |
|                  |                     | Brand advisory and TICs                                   |                                                      |                       |                                                                    |
|                  |                     | Rural management strengthening                            | 50 percent increase in production capacity           | Sales income doubles  | Improvement of the conditions of self-employment of the associates |
|                  |                     | Technical assistance for food processing                  |                                                      |                       | Improvement of the conditions of self-employment of the associates |
|                  |                     | Physical adequations to work facilities infrastructure    |                                                      |                       |                                                                    |
|                  |                     | Equipment of work facilities                              |                                                      |                       |                                                                    |
| Cruz de Amarillo | \$ 86,944,055       | Brand advisory and TICs                                   |                                                      |                       |                                                                    |
|                  |                     | Rural management strengthening                            | 25 percent increase in storage capacity (500 liters) | \$2,074,000 (monthly) | Improvement of the conditions of self-employment of the associates |
|                  |                     | Physical adequations to storage facilities infrastructure | Production process diversification                   |                       | Improvement of the conditions of self-employment of the associates |
|                  |                     | Provision of refrigeration tank (2,500 liters)            |                                                      |                       |                                                                    |
|                  |                     | Brand advisory and TICs                                   |                                                      |                       |                                                                    |

SOURCE: IOM.

Exhibit 106 summarizes the total amount invested in each association and the investment per associate. The data shows that these amounts vary from 141 million to 58.4 million pesos and that the criteria to define investment levels was not guided by the size of the organization in terms of associates. Moreover, when we analyze the results of the invested amount in conjunction with the average organizational score, there are neither a clear association between the level of investment and the average organizational score (Exhibit 107).

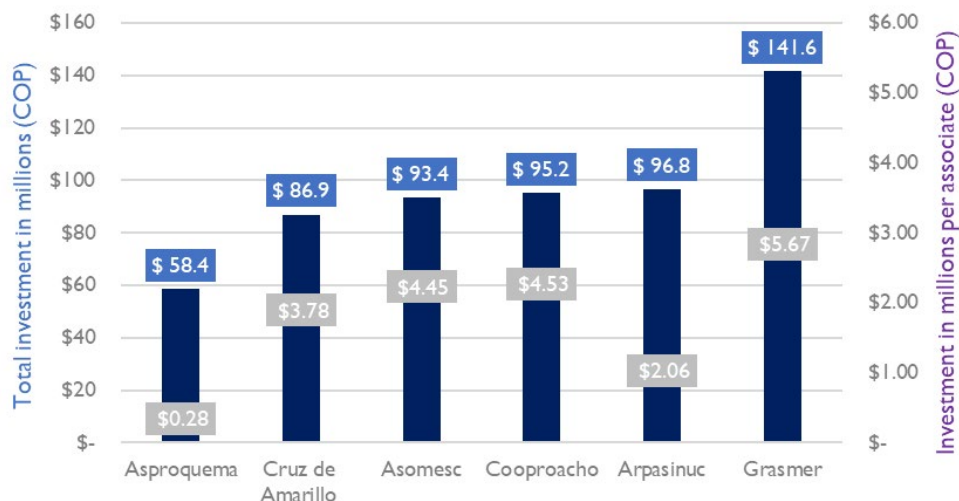


Exhibit 106. Investment by association total and per associate (millions COP).

SOURCE: EVALUATION TEAM BASED ON IOM.

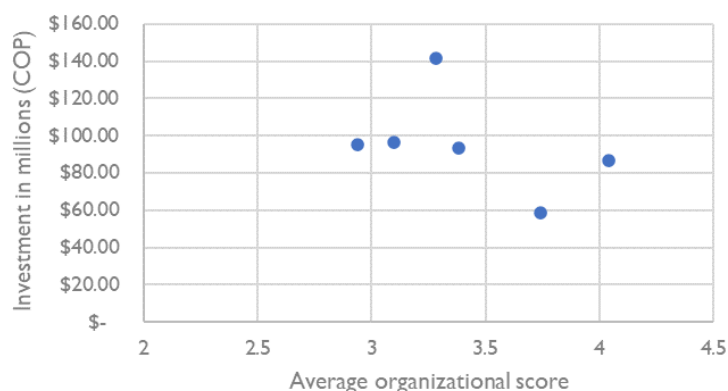


Exhibit 107. Investment by association vs average organizational score (millions COP).

SOURCE: EVALUATION TEAM BASED ON IOM.

## 6. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 6

Question 6 inquiries about the GOC actions, results, and lessons learned to improve the economic stability of the victims and if there is a need for USAID programming in this area. We present along this chapter data related to the victims' socioeconomic conditions, using SISBEN data, and number of attentions in key GOC programs directed to improve the income generation of this population.

To analyze victim's living conditions we use the classification obtained with the SISBEN score, including a proxy estimation of the household income that serves to classify the population in four groups from a monetary poverty perspective: i) extreme poor, ii) moderate poor, iii) vulnerable, and iv) non-vulnerable.

To summarize the attentions related to economic stabilization, as part of the comprehensive assistance measures, we follow the indicators defined in CONPES 3726 of 2012, that stipulates the general guidelines, the goal execution plan, the budget and the monitoring mechanisms for the National Plan for Comprehensive Care and Reparation for Victims (PNARIV).

This policy document established that income generation is related to initiatives directed to the victim population at the local level that contribute to the improvement of the labor insertion of the victims from three lines: i) job placement intervention, ii) job training intervention, and iii) entrepreneurship and productive units strengthening. Following this classification, the COG defined the following indicators focused in forced displaced victims:

**TABLE 26. INCOME GENERATION INDICATORS TO FOLLOW-UP ATTENTIONS TO VICTIMS - CONPES 3726**

| INDICATOR                                                                                                            | SOURCE |
|----------------------------------------------------------------------------------------------------------------------|--------|
| Number of victims of forced displacement in job-training programs                                                    | MOW    |
| Number of victims of forced displacement in rural entrepreneurship programs                                          | MOW    |
| Number of victims of forced displacement assisted with the line of entrepreneurship and strengthening (MOW programs) | MOW    |
| Number of victims of forced displacement assisted with the line of entrepreneurship and strengthening (DPS programs) | DPS    |

Before analyzing each indicator, it is relevant to note that the MOW and DPS sent the information of the forced displaced victims attended between 2013 and 2021, classified by different sub-periods or years, in some cases annualized, in some cases for a two-year period, and in others without specifying the year of the attention. For this reason, the number of attentions is presented for periods that are not necessarily of the same length or without specifying the year of attention.

#### NUMBER OF VICTIMS OF FORCED DISPLACEMENT IN JOB-TRAINING PROGRAMS

According to information of the MOW between 2013 and 2021, 25.5 thousand victims of forced displacement accessed job-training programs (“Trans-Fórmate”, “Educandonos para la paz” and “Formandonos para el futuro” among others, which are directly targeted towards victims).

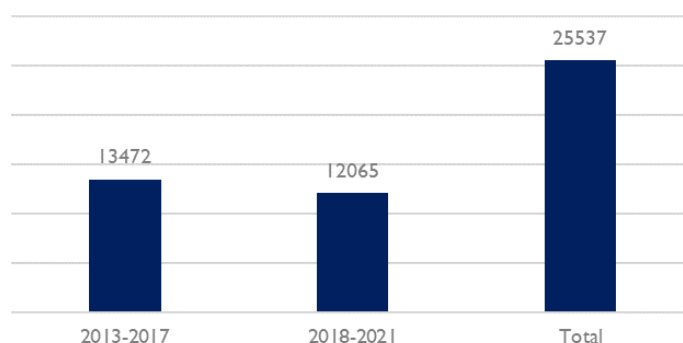


Exhibit 108. Number of victims of forced displacement who have accessed job-training programs, 2013-2021.

SOURCE: MOW.

*Trans-formate*, has the goal of facilitating the access of young people to relevant technical training programs for their insertion into the labor market in their regions. The program grants beneficiaries a 100 percent tuition subsidy for the technical program of their choice and plus financial quarterly support during the training process. *Educandonos para la paz* and *Formándonos para el futuro*, seek to develop labor skills of victims of the armed conflict to compete in the labor market under equal conditions and rights. The programs contemplate formation in cross-cutting competencies and technical skills, In the case of *Formándonos para el futuro*, the program includes an apprenticeship to apply the skills acquired during the theoretical phase.

At the territorial level, these programs reached 29 of 32 departments and 40 percent of the attentions were concentrated in four Departments, Valle (13.1 percent), Antioquia (12.1 percent), Atlántico (8,9 percent), Bogotá (6,9 percent), while other territories as Amazonas, Quindío, Guaviare and La Guajira represent less than 1 percent of total attentions each. This distribution is probably associated with the concentration of victims and with the educational offer with presence mainly in the country's principal cities. For instance, in Antioquia almost 80 percent of the attentions were in its capital, in Valle this proportion reached 70 percent and in Atlántico 97 percent.

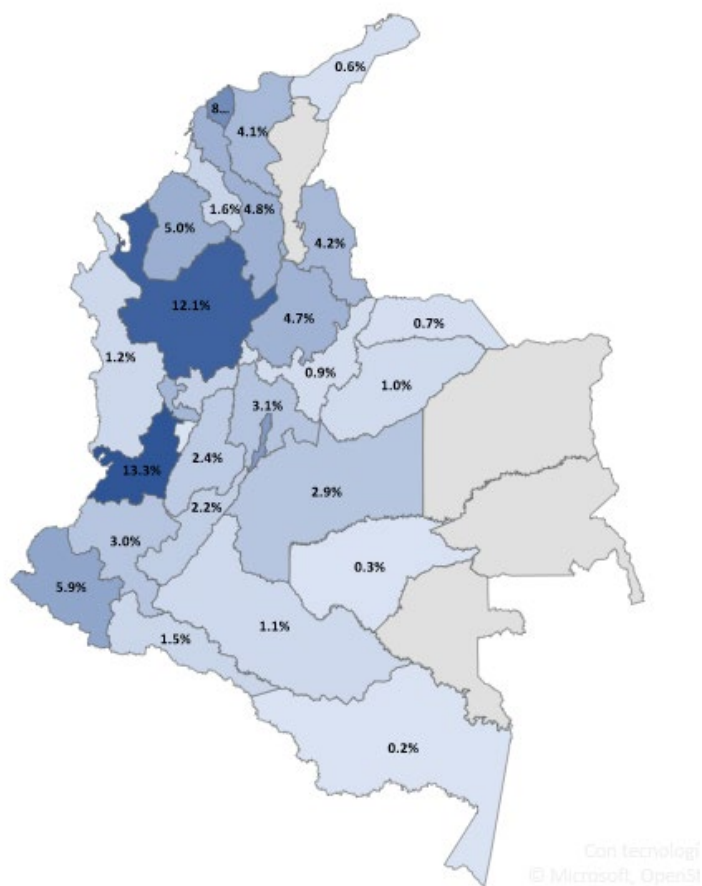


Exhibit 109. Geographic distribution of victims of forced displacement who have accessed job-training programs, 2013 – 2021.

SOURCE: EVALUATION TEAM BASED ON MOW.

NUMBER OF VICTIMS OF FORCED DISPLACEMENT IN RURAL ENTREPRENEURSHIP PROGRAMS

According to information of the MOW between 2014 and 2021, 4.8 thousand victims of forced displacement accessed rural entrepreneurship programs. These attentions respond uniquely to a program called *Somos Rurales*. This is a rural family entrepreneurship program for victims of the armed conflict that seeks to enhance the productive capacities, access to assets and the reconstruction of social capital of rural families who are victims of the armed conflict.

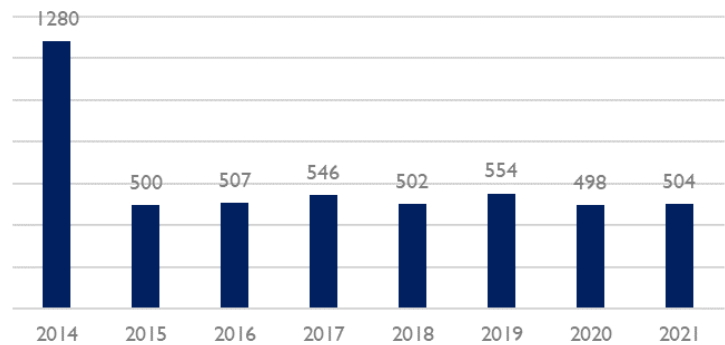


Exhibit I 10. Number of victims of forced displacement that have accessed MOW rural entrepreneurship programs, 2014-2021.

SOURCE: MOW.

At the territorial level, between 2014 and 2021 the program reached 18 of 32 departments. Antioquia is the Department with the highest percentage of attentions with 18 percent, followed by Cauca (10 percent) and Nariño (10 percent).

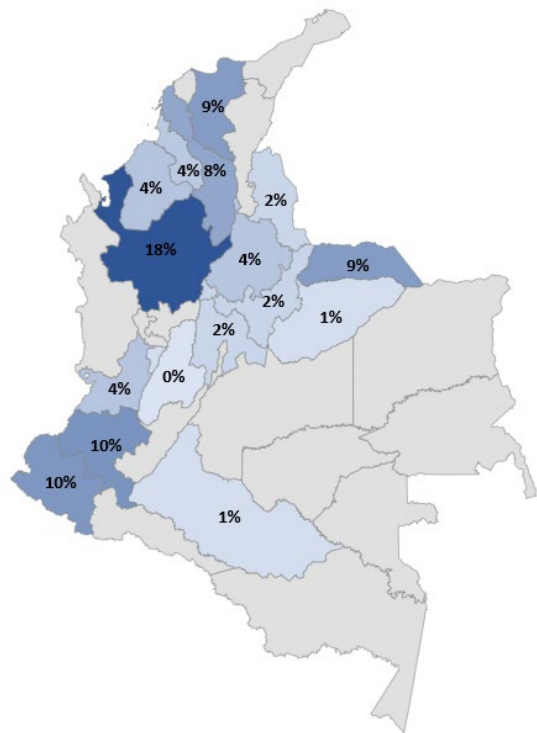


Exhibit I 11. Geographic distribution of victims of forced displacement that participated in MOW rural entrepreneurship programs, 2014 – 2021.

SOURCE: EVALUATION TEAM BASED ON MOW.

## NUMBER OF VICTIMS OF FORCED DISPLACEMENT ASSISTED WITH THE LINE OF ENTREPRENEURSHIP AND STRENGTHENING (MOW PROGRAMS)

According to information of the MOW between 2014 and 2021, 8.2 thousand victims of forced displacement accessed entrepreneurship and strengthening programs. These attentions group different programs as “Escalando Sueños”, “Emprende pacífico”, “Emprendiendo retornos”, “Trabajando juntos por la paz” among others, which have as a crosscutting goal, to support or strengthen productive units with capital investments and training process.

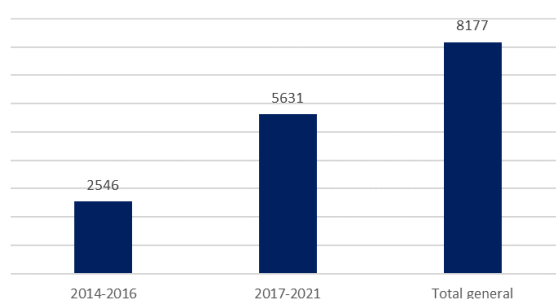


Exhibit I 12. Number of victims of forced displacement that have accessed the line of entrepreneurship and strengthening (MOW programs) 2014-2021.

SOURCE: MOW.

At the territorial level, between 2014 and 2021 the program reached 24 of 32 Department, with a high number of attentions in Cauca (19.6 percent), Chocó (12 percent), Antioquia (10,9 percent) and Valle (9 percent) that concentrated a 51.5 percent of the total of attentions of the period.

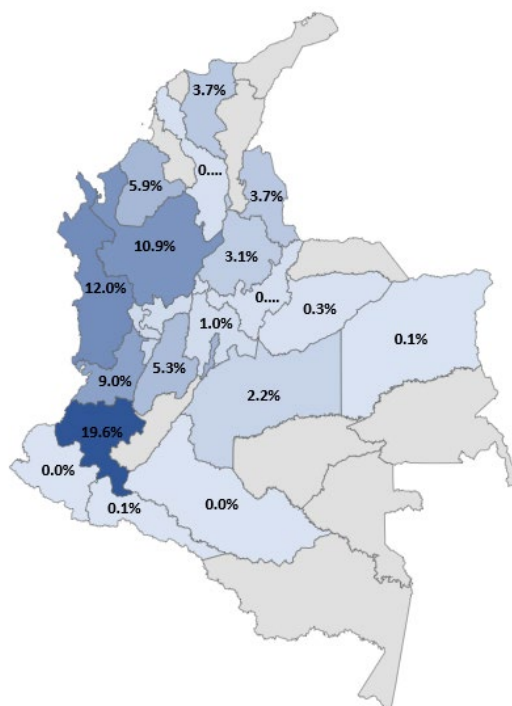


Exhibit I 13. Geographic distribution of victims of forced displacement that have accessed the line of entrepreneurship and strengthening (MOW programs) by department, 2014 – 2021.

SOURCE: EVALUATION TEAM BASED ON MOW.



NUMBER OF VICTIMS OF FORCED DISPLACEMENT ASSISTED WITH THE LINE OF ENTREPRENEURSHIP AND STRENGTHENING (DPS PROGRAMS)

According to information of DPS between 2015 and 2021, 90 thousand victims of forced displacement were attended in entrepreneurship and strengthening programs. These attentions group beneficiaries of different programs as “*Mi-Negocio*”, “*Tiendas para la gente*” among others, that are not specifically targeted towards victims, but towards poor or vulnerable populations, including victims, who receive additional points in the selection criteria.

*Mi Negocio* promoted and strengthens individual enterprises to improve income generation. The program contemplates the training of the entrepreneur, the investment in equipment necessary to start the business, and a personalized accompaniment to guarantee the sustainability of the production unit. In turn, *Tiendas para la gente*, contemplates a training process of grocery store owners to strength their personal and entrepreneurial capacities, the delivery of seed capital and an accompaniment process.

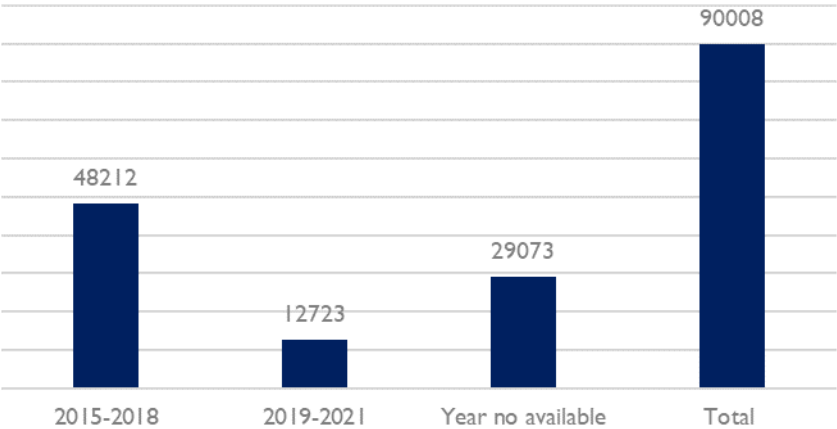


Exhibit 114. Number of victims of forced displacement that have accessed the line of entrepreneurship and strengthening (DPS programs), 2015-2021.

SOURCE: DPS.

At the territorial level, the program reached 31 of 32 departments, with the highest number of attentions in la Guajira (10 percent), followed by Valle del Cauca (8 percent) and Atlántico (8 percent), evidencing a more dispersed distribution of attentions along the national territory.

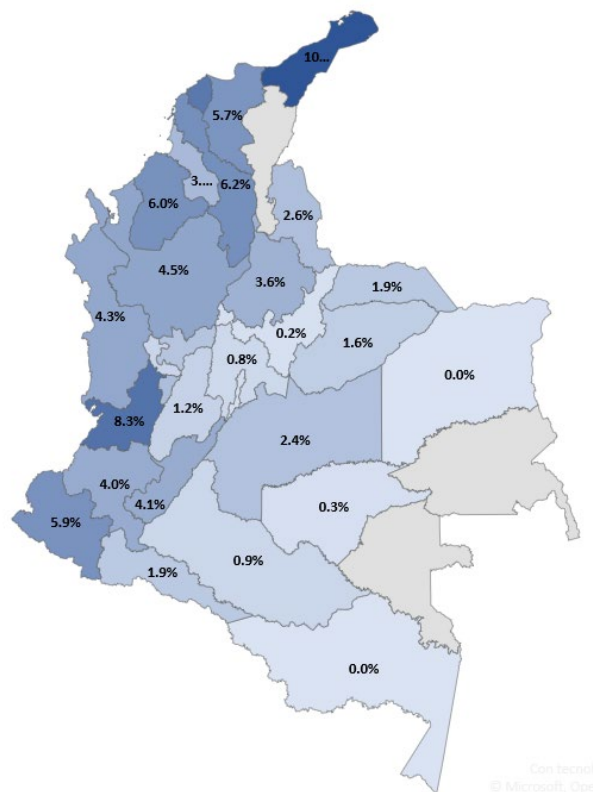


Exhibit 115. Geographic distribution of victims of forced displacement that have accessed the line of entrepreneurship and strengthening (DPS programs), 2013 – 2021.

SOURCE: EVALUATION TEAM BASED ON MOV.

A general conclusion of this analysis is that there is a low coverage of income generation programs, that sums around 128 thousand victims attended between 2013 and 2021, when we analyze indicators defined in the CONPES 3726, being even lower in departments of the Amazonía - Orinoquía region, that added to high income poverty rates (with proxy estimation from the SISBEN the income poverty among victim's is around 64.7 percent<sup>120</sup>, open the door to the implementation of new income generation initiatives, that should built-up based on successful experiences, and targeted toward regions with lower coverage of GOC programs.

As shown in Exhibit 116, the proportion of victims' households living in monetary poverty according to estimations from the SISBEN IV is significantly higher than the national average. While 14 percent of households lived in extreme poverty this proportion for victims' households was 22 percent, and in the case of moderate poverty, these indicators were 32.3 percent and 41.7 percent, respectively. When analyzing the urban and rural areas, these indicators for victims are also higher.

<sup>120</sup> For these calculations we use a sample of the SISBEN IV uploaded in the national catalogue of anonymized microdata where household with a least one victim registered in the RUV were identified.

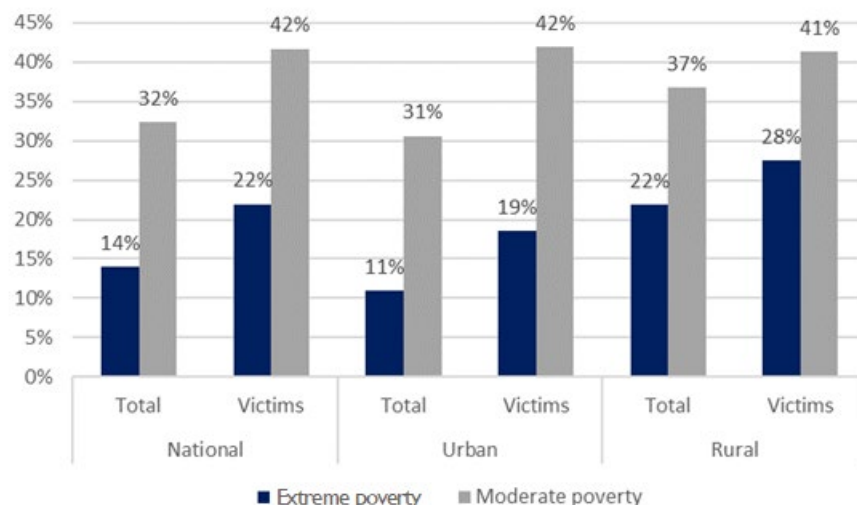


Exhibit 116. Proportion of victims' households in poverty using SISBEN IV proxy estimates – 2021 database.

SOURCE: EVALUATION TEAM BASED ON SISBEN IV.

## 7. ADDITIONAL QUANTITATIVE RESULTS - QUESTION 7

Question 7 inquiries about the main results and lessons learned of VISIP's institutional and technical adaptation strategy to support the Peace Accord implementation and the challenges related to the support of victim's related topics in the peace accord.

To answer this question, in the evaluation design we identified quantitative indicators for 3 of the 8 analytical dimensions defined in the evaluation design: i) participation in the Integral System for Peace (ISP), ii) access to truth (support to the Truth Commission), and iii) peace agreement communication.

### PARTICIPATION IN THE INTEGRAL SYSTEM FOR PEACE

During its second phase of implementation, when the support to instances created through the Peace agreement VISIP incorporated actions to guarantee the effective participation of victims in the ISP instances, including the Truth Commission and PDETs. Regarding PDETs, between 2018 and 2019, VISIP executed a project to design and transfer a methodology for the effective participation in the of victims, seeking to grant them information and tools to influence these instruments for local planning and management. The program also carried out actions to strengthen the participation process of the victims in the department of Chocó in the ethnic component of the PDET, as well as in the Action Plans for Regional Transformation (PART).

In relation to the mandate of the Truth Commission, between 2019 and 2020 VISIP provided support by granting a physical space that encourages ethnic victims' participation, exchange of knowledge and visions; experiences and practices; and executed tasks for the territorialization of the methodology and of the ethnic protocol for the collection of inputs and information about the effects of the armed conflict on ethnic groups. Another important support provided by VISIP was the promotion of actions that contribute to the development and implementation of the Truth Commission's extraterritorial approach, which guarantees inclusion of the voices and visions of the victims of the conflict who live abroad

In this context, to analyze whether the support provided by VISIP directly or indirectly contributed to guaranteeing victims participation in ISP spaces, we analyze the following indicators: <sup>121</sup>

**TABLE 27. PARTICIPATION IN THE ISP INDICATORS USED IN EVALUATION QUESTION 7**

| INDICATOR                                                                                      | SOURCE           |
|------------------------------------------------------------------------------------------------|------------------|
| Percentage of victims who report participation in initiatives promoted by the Truth Commission | VL survey        |
| Number of victims participating in interviews conducted by the Truth Commission                | Truth Commission |

### PERCENTAGE OF VICTIMS WHO REPORT PARTICIPATION IN INITIATIVES PROMOTED BY THE TRUTH COMMISSION

Using the 2021 VL survey it is possible to obtain an indicator about the proportion of victims who self-report participation in initiatives promoted by the Truth Commission in VISIP targeted municipalities and compare this result with victims from non-targeted municipalities.

The analysis is made using results of the PSM procedure described in Annex D. The results show that in 2021 the self-reported access to Truth Commission initiatives was lower in VISIP municipalities than in the comparison group. While in VISIP territories the percentage of victims who reported access to these initiatives was 3.6 percent, in the comparison group this result was 2.7 percent, although the difference is not statistically significant. This result could be explained by the fact that the geographical targeting process of the Truth Commission went beyond VISIP's reach and we show in the next section the number of victims participating in testimonial taking events is low with respect to the total number of victims.

<sup>121</sup> In the evaluation design we projected to analyze from the VL survey the percentage of victims that reported participation in the PDET formulation instances but the question to compute the indicator is restricted to those Victims that responded that they know PDET and this number is low, only 4.9 percent of them answered this affirmatively, limiting significantly the size of the sample to analyze the proportion of people who report participation in PDET instances, for both VISIP municipalities and non-VISIP municipalities. Therefore, results for this indicator are not representative. In addition, to fill this gap, the evaluation team made a formal request to the ART, institution in charge of the PDET, to access information about the number of victims that are part of municipal committees of participatory planning created under the PDET framework but the Agency answered that they do not have the information in the detailed format required to build this indicator or to provide information about the participants of this instances.

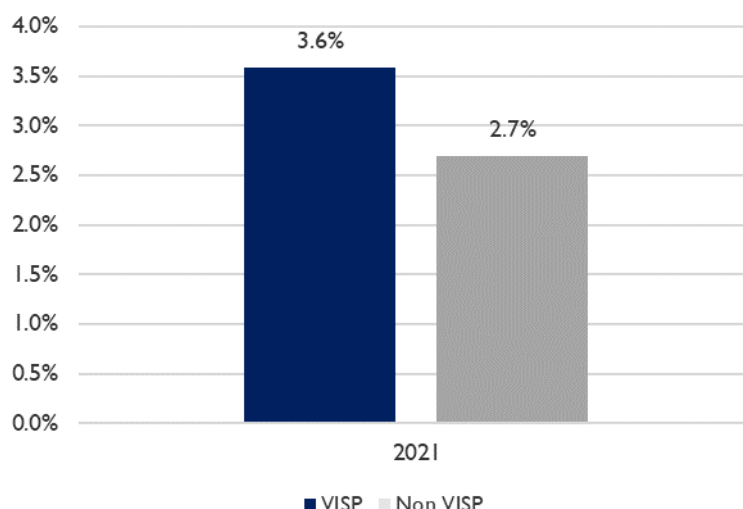


Exhibit 117. Percentage of victims who reports participation in initiatives promoted by the Truth Commission - 2021 (PSM results). \*

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

## NUMBER OF VICTIMS PARTICIPATING IN EVENTS FOR TESTIMONIAL TAKING

According to information provided by the Truth Commission for the period 2019 to 2021 at the national level summarized in the following table, in this period the number of victims interviewed individually was approximately ten thousand, while around eight thousand victims were interviewed collectively. Additionally, in the same period around 5 thousand victims participated in interviews conducted with collective ethnic subjects. In addition, and related to an activity supported directly by VISP, in this period 1.8 thousand of victims living abroad were interviewed.

**TABLE 28. NUMBER OF VICTIMS PARTICIPATING IN TRUTH COMMISSION INTERVIEWS. 2019 – 2021**

| TYPE                              | 2019 | 2020 | 2021 | TOTAL |
|-----------------------------------|------|------|------|-------|
| Victims, relatives, and witnesses | 5146 | 4244 | 661  | 10051 |
| In deep interviews                | 303  | 1490 | 639  | 2432  |
| Armed actors                      | 85   | 122  | 41   | 248   |
| Third party civilians             | 3    | 4    | 17   | 24    |
| Life stories                      | 17   | 85   | 85   | 187   |
| Total individual interviews       | 5554 | 5945 | 1475 | 12974 |
| Collective interviews             | 2797 | 3919 | 1687 | 8403  |
| Communal diagnosis                | 309  | 219  | 88   | 616   |
| Collective ethnic subjects        | 1710 | 2272 | 1336 | 5318  |

**TABLE 28. NUMBER OF VICTIMS PARTICIPATING IN TRUTH COMMISSION INTERVIEWS. 2019 – 2021**

|                             |       |       |      |       |
|-----------------------------|-------|-------|------|-------|
| Total collective interviews | 4816  | 6410  | 3308 | 14534 |
| Grand total                 | 10370 | 12355 | 4783 | 27508 |

SOURCE: ECV

At the territorial level, the Truth Commission provided the total of interviews and persons interviewed by department, but not by year. This distribution is presented in Exhibit I 18. The data shows that 36 percent of the people interviewed concentrate in five departments (Antioquia, Valle, Bogotá, Nariño, and Cauca), what is consistent with the proportion of victims (subjects of attention) included in the RUV in these territories that ascended to 33 percent.

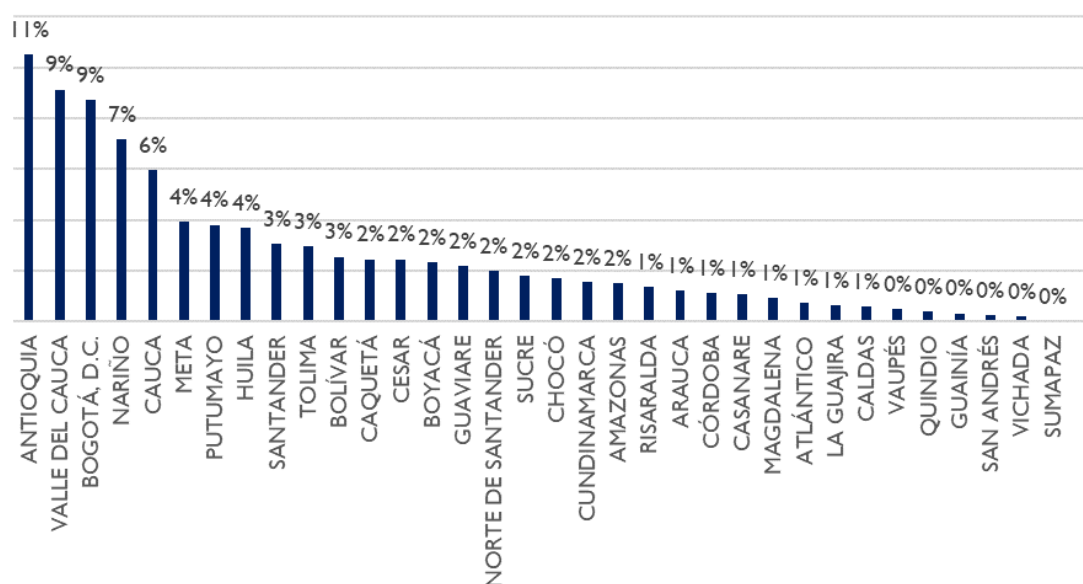


Exhibit I 18. Geographic distribution of participants of Truth Commission's interviews, 2019 – 2021.

SOURCE: CEV

If we analyze these numbers by department relative to the total number of victims registered in the RUV in each department using a rate of participation in CEV's interview, we encountered that departments with low numbers of victims as Amazonas and San Andrés, showed the highest relative participations rates, 356 and 323 interviews per 1000 victims, respectively; and in departments with a significant number of victims this participation rate is lower than one. This shows that the selection criteria of victims participating in testimonial talking events was more determined by the nature of the victimization action more than a geographic selection criterion, and that was limited to a low number of victims who could provide significant testimonies that contribute to the truth building process.

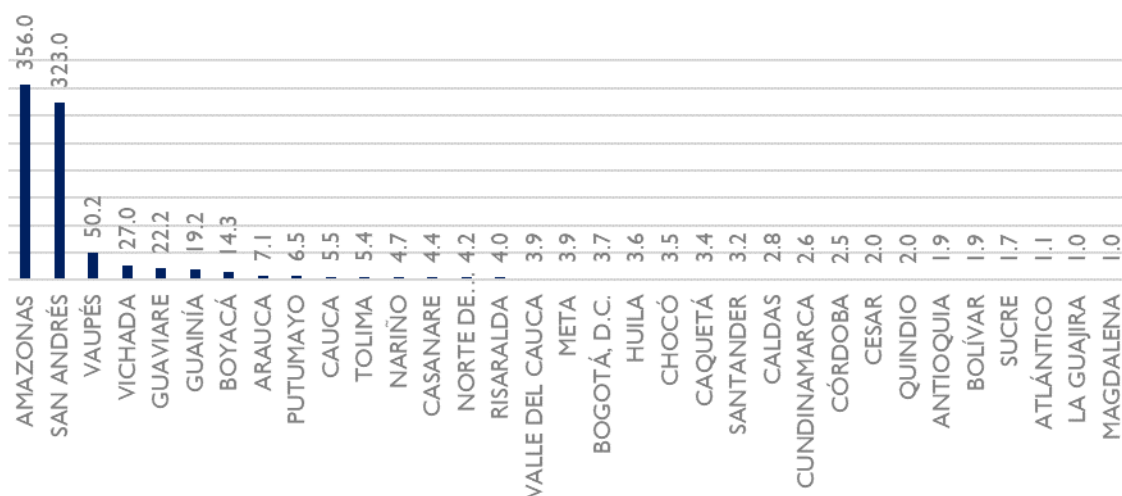


Exhibit I19. Rate of participation of victims in Truth Commission's interviews per 1000 victims, 2019 – 2021.

SOURCE: EVALUATION TEAM BASED ON CEV AND VU.

If we analyze this information, we find that 27 percent of the interviewed persons were in VISP territories (program's second phase).

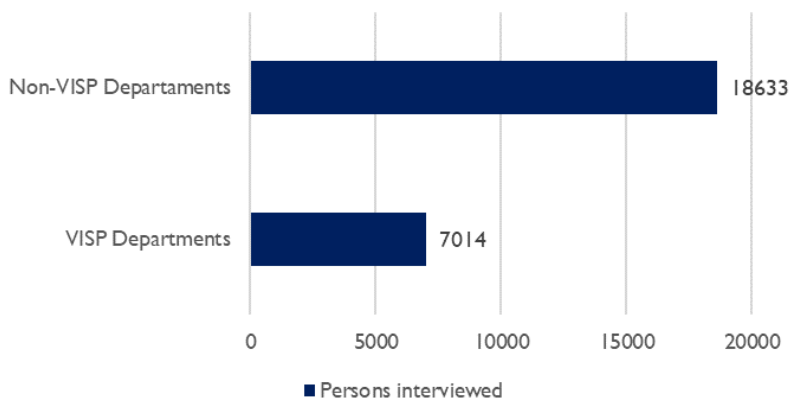


Exhibit I20. Number participants of CEV's interviews VISP and Non-VISP Departments.

SOURCE: CEV

In addition, if we compute the rate of participation in CEV's interviews per 1000 victims, we find that in the case of VISP departments this rate was 2.5, while in non-VISP departments this number was 3.9.

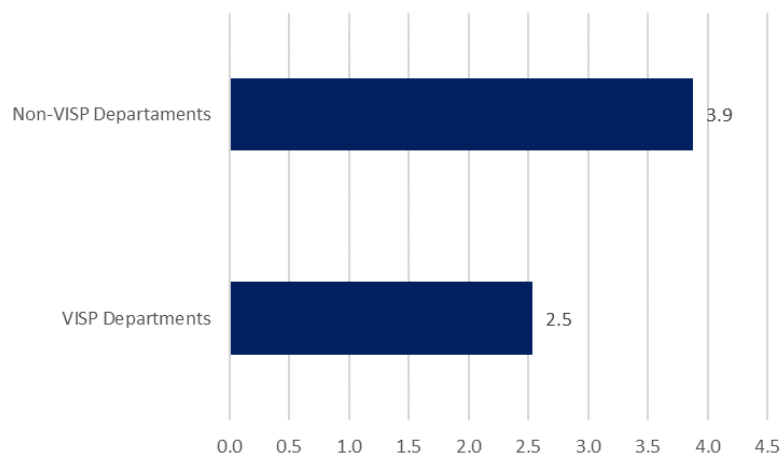


Exhibit 121. Rate of participation of victims in Truth Commission's interviews per 1000 victims, VISP and Non-VISP Departments, 2019 – 2021.

SOURCE: EVALUATION TEAM BASED ON CEV AND VU.

### ACCESS TO TRUTH (TECHNICAL SUPPORT TO TRUTH COMMISSION)

Between 2019 and 2020, VISP executed projects to give technical support to the Truth Commission to develop the “truth meetings” through the creation and design of a graphic novel and pedagogical tools that make visible conflict-victims’ dignity with a gender approach. VISP also conducted activities to strengthen the territorial processes of dialogue for the coexistence of the Truth Commission from the psychosocial point of view in five territories (Colón, Ocaña, Barrancabermeja, Aguachica, La Dorada and Morales)<sup>122</sup>.

In this context, although the technical support provided by VISP to the Truth Commission covered only some specific matters as described above, we assume that the support provided by VISP directly or indirectly contributed to operationalize Truth Commission activities and therefore we analyze the following indicators having in mind that this information goes beyond the reach of VISP initiatives.

**TABLE 29. ACCESS TO TRUTH INDICATORS USED IN EVALUATION QUESTION 7**

| INDICATOR                                                                | SOURCE           |
|--------------------------------------------------------------------------|------------------|
| Number of spaces or events for taking collective testimonies carried out | Truth Commission |
| Number of truth houses in operation at the municipal level               | CEV              |

### NUMBER OF SPACES OR EVENTS FOR COLLECTING TESTIMONIES CARRIED OUT

According to information provided by the Truth Commission for the period 2019 to 2021 at the national level, the number of collective testimonial events was approximately 1.2 thousand, including 287 events for the collection of collective ethnic subject’s testimonies.

<sup>122</sup> None of these municipalities are part of VISP II targeted territories.



**TABLE 30. NUMBER OF TRUTH COMMISSION COLLECTIVE TESTIMONIAL EVENTS. 2019 – 2021**

| TYPE                        | 2019 | 2020 | 2021 | TOTAL |
|-----------------------------|------|------|------|-------|
| Collective interviews       | 247  | 416  | 203  | 866   |
| Communal diagnosis          | 23   | 10   | 9    | 42    |
| Collective ethnic subjects  | 46   | 146  | 95   | 287   |
| Total collective interviews | 316  | 572  | 322  | 1210  |

SOURCE: ECV

At the territorial level, the data provided by the Truth Commission allows us only to analyze the number of events adding the individual and the collective events, and therefore the distribution remains similar to the one previously presented for persons interviewed. If we analyze the information, adding individual and collective testimonial events, classifying the departments by those corresponding to VISP (second phase), we find that 25 percent of the events took place in VISP territories.

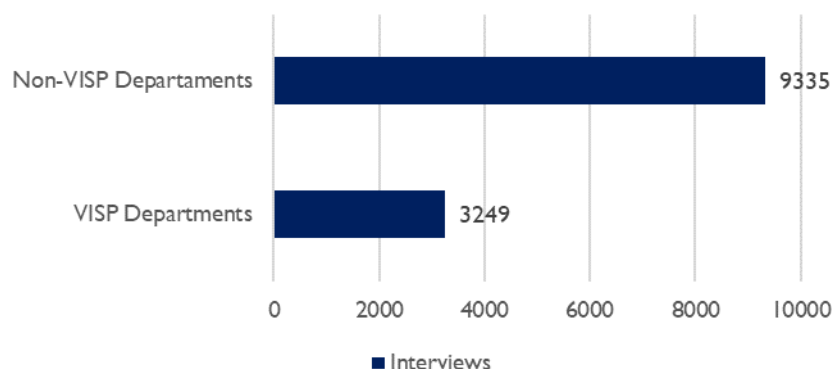


Exhibit 122. Number of Truth Commission testimonial events, VISP and Non-VISP Departments.

SOURCE: ECV

In addition, if we compute the rate of testimonial talking events per 1000 victims, we find that in the case of VISP departments this rate was 1.9, while in non-VISP departments this number was 1.2.

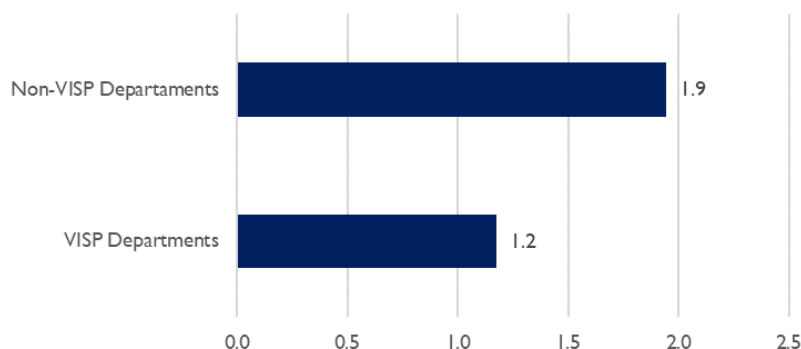


Exhibit 123. Number of Truth Commission testimonial events per 1000 victims, VISP and Non-VISP Departments, 2019-2021.

SOURCE: EVALUATION TEAM BASED ON CEV AND VU.

## NUMBER OF TRUTH HOUSES IN OPERATION AT THE MUNICIPAL LEVEL

To analyze the territorial reach of the Truth Commission, it is useful to observe the dynamic of the truth houses. These houses are conceived as political and social spaces that have become centers of the Commission's work in the regions. They are part of the territorial deployment strategy for the positioning of truth as a fundamental component in the strengthening of a democratic society that is undergoing a transition from armed conflict.

Exhibit 124 shows the number and location of truth houses opened each year between 2018 and 2020. While in 2018, the Truth Commission had 5 houses in operation (Villavicencio, Cúcuta, Popayán, Barrancabermeja and Cali), in 2019 and 2020, it opened 7 and 17 houses, respectively, ending the period with a total of 29 truth houses, located in 28 municipalities and 14 departments of Colombia. 7 of these houses are located in VISP municipalities (second phase) (Popayán, Apartadó, Medellín, Quibdó, Florencia, Tumaco and Montería).

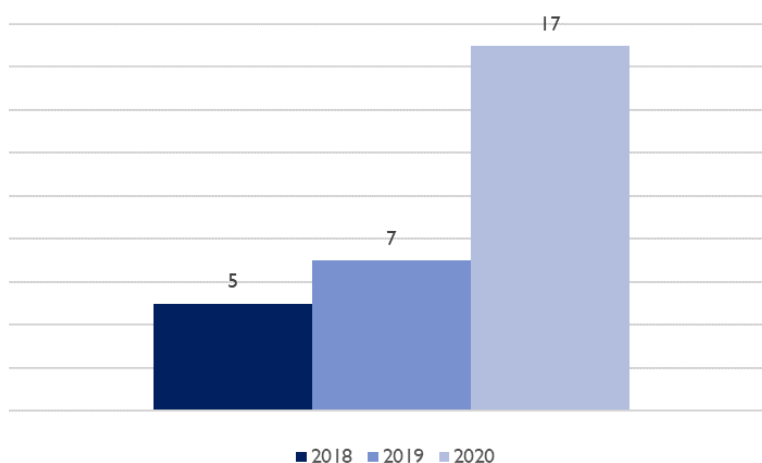


Exhibit 124. Number and location of Truth Commission truth houses by year.

SOURCE: ECV

## PEACE AGREEMENT COMMUNICATION

In this dimension, between 2018 and 2019 VISP implemented a project to strengthen the dissemination and appropriation of VL and the Peace Accord through the participatory construction of strategies and elements of communication that respond to the needs and interests of the victims at the departmental level, with an impact at the municipal level.

This project was implemented in the 22 VISP municipalities and comprehended the participatory evaluation of the communication of the VL and the peace agreement at the territorial level. It also included the development of a training strategy in these topics directed towards victim's representants, the design and implementation of local communications plans and strategies, and the construction of alliances with local media for its dissemination.

To analyze results in this dimension, we analyze the following indicators related directly with the objective of the project described, above:

**TABLE 31. PEACE AGREEMENT COMMUNICATION INDICATORS USED IN EVALUATION OF QUESTION 7**

| INDICATOR                                                         | SOURCE    |
|-------------------------------------------------------------------|-----------|
| Percentage of victims aware of the peace agreement                | VL survey |
| Percentage of victims aware of the peace agreement implementation | VL survey |

## PERCENTAGE OF VICTIMS AWARE OF THE PEACE AGREEMENT

Using the 2021 VL survey it is possible to obtain an indicator for the proportion of victims who self-report to know the peace agreement in VISP targeted municipalities and compare this result with victims from non-VISP municipalities.

The analysis was made using results of the PSM procedure described in Annex D. The results show that in 2021 the proportion of victims who declare to know about the Peace agreement in VISP municipalities was marginally lower than in non-VISP municipalities. While in VISP territories the percentage of victims who reported to know about the accord was 41 percent, in the comparison group this result was 44 percent, nevertheless the difference between these results (3 percentage points) is not statistically significant. In any case, the absence of a base line limits the conclusions that we can infer from this data.

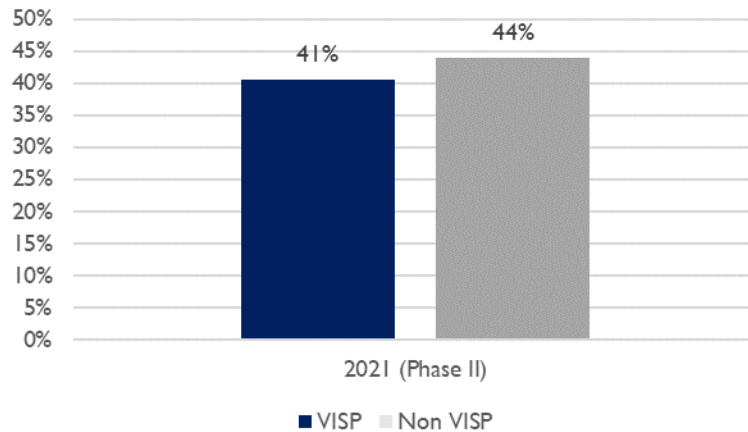


Exhibit 125. Percentage of victims aware of the peace agreement, 2021 (PSM results).\*

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

### PERCENTAGE OF VICTIMS AWARE OF THE PEACE AGREEMENT IMPLEMENTATION

Using the 2021 VL survey we build an indicator regarding the proportion of victims who self-report to be aware of the peace agreement implementation in VISP targeted municipalities and compare this result with victims from non-VISP municipalities.

The analysis is made using results of the PSM procedure described in Annex D. The results show that in 2021 the proportion of victims that declared to know about the Peace agreement implementation in VISP municipalities was lower than in the comparison group. While in VISP territories this proportion was 35.2 percent in the comparison group this result was 41.4 percent. As previously noted, the absence of a base line limits the conclusions that we can infer from this data.

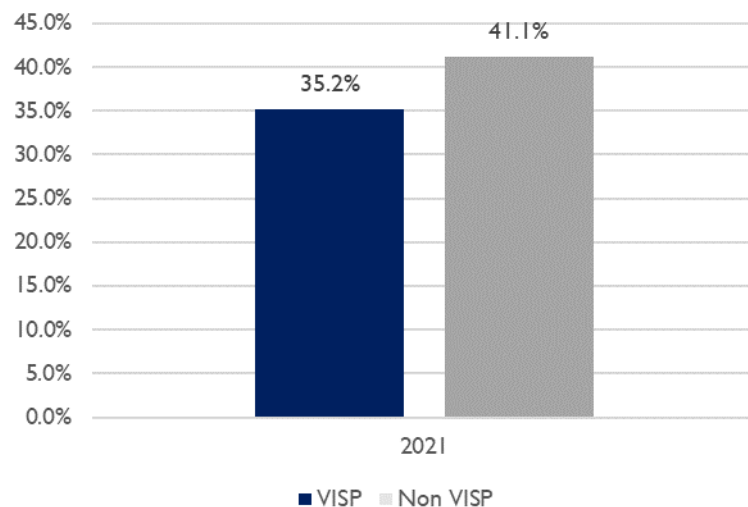


Exhibit 126. Percentage of victims aware of the peace agreement implementation, 2021 (PSM results).\*

SOURCE: EVALUATION TEAM WITH VL SURVEY

\*CORRESPONDS TO THE AVERAGE OF MUNICIPAL RESULTS AFTER CONDUCTING THE PSM

## CHANGES IN VISP'S AREAS OF WORK BETWEEN PHASES

As a last analysis of how the program changed between both phases and with the incorporation of new areas of work, we now analyze the composition of the number of projects and program resources invested in different topics, some related to the implementation of the VL, and others related to the implementation of the Peace Accord.

Using information of the USAID invested amount per project registered in IOM – VISP information systems and classifying these projects by aggregate dimensions of analysis we obtained an indicator about the investments during the program's two phases to identify the relative importance in financial terms of strategic initiatives developed by VISP during these ten years.

According to the information of projects registered in VISP's information systems, IOM executed a total of 531 projects, 315 during the first phase and 216 in its second phase. The total amount invested reported in VISP information systems ascended to \$206,240,821,825 (COP), from which \$109,111,484,592 (COP) and \$97,129,337,233 were invested in each phase, respectively.

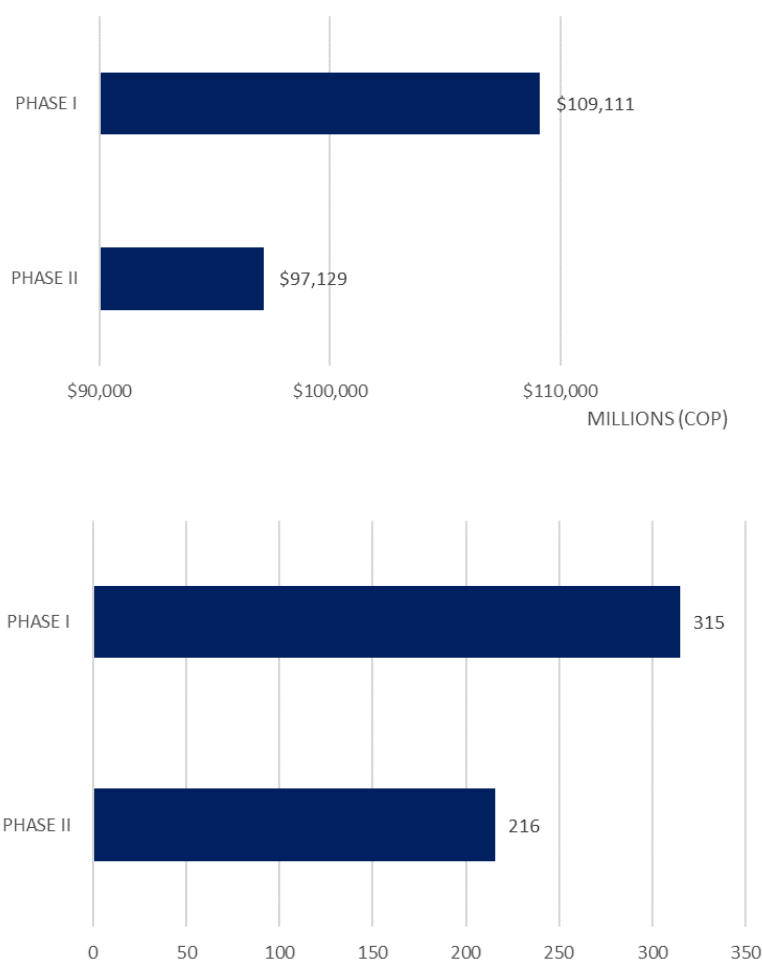


Exhibit 127. Total amount and number of projects invested USAID resources by VISP phases.

SOURCE: EVALUATION TEAM BASED ON IOM

During its first phase the highest proportion of the resources were invested in the incorporation of the differential approach in the victim's public policy, followed by the investment made in tasks related to victim's registry and information systems, both with a participation of around 13 percent of total resources. In the next line of importance, we find projects related to the decentralization of the VL (including horizontal coordination efforts as well as territorialization initiatives), as well as psychosocial rehabilitation and historical memory which represented investments of around 11 percent.

During the second phase, in line with the incorporation of the peace work line, the highest proportion of resources were invested in projects related to the dimension *access to truth* with an investment that represented 18 percent of VISP's second phase resources. These were followed by the investments made in projects related to administrative and technical support to GOG agencies for the implementation of the VPP and projects related to physical rehabilitation, both with investments around 11 percent.

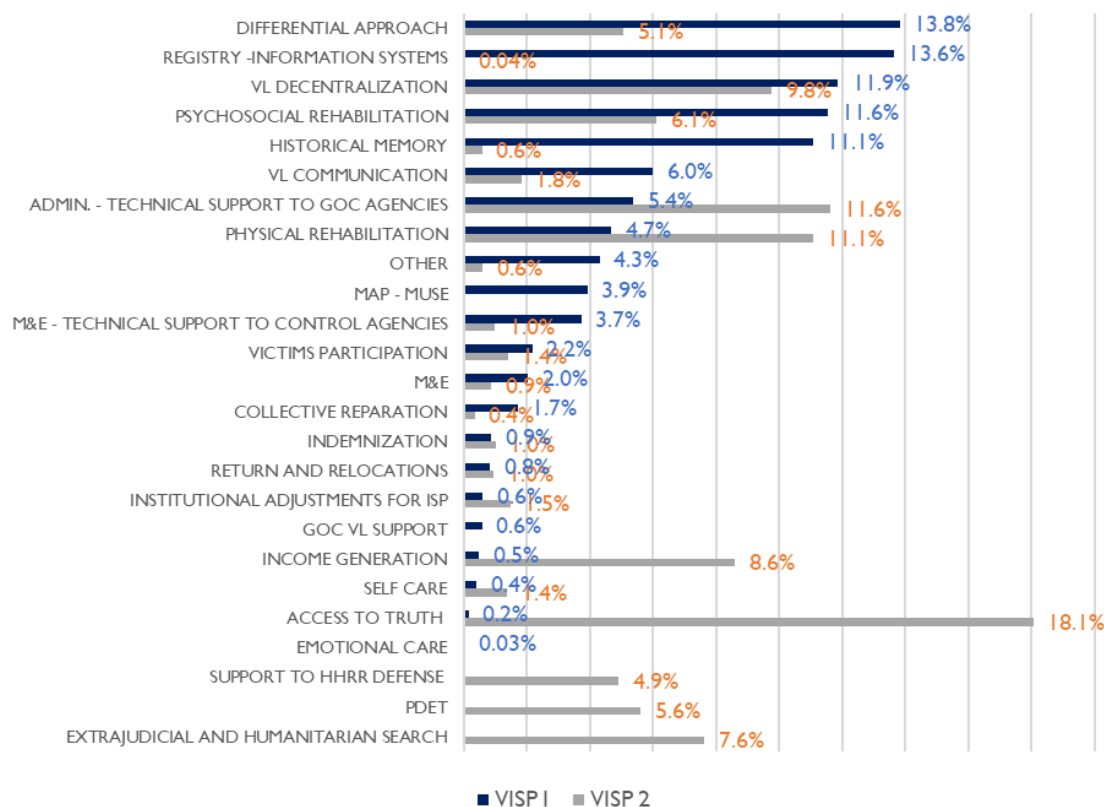


Exhibit 128. Budget proportion invested by analytical dimension and VISP phase.

SOURCE: EVALUATION TEAM BASED ON IOM

In terms of number of projects, the conclusions are similar, considering that over the first phase the highest number of projects were found in projects related to differential approach dimension (70), historical memory (57), VL decentralization (37) and psychosocial rehabilitation (25). Over the second phase the highest number of projects were related to historical memory initiatives (32), number that is striking given the low proportion of resources invested (0.6 percent), followed by projects related to

the operation of the CEV (29) and projects related to administrative and technical support to GOG agencies (22).

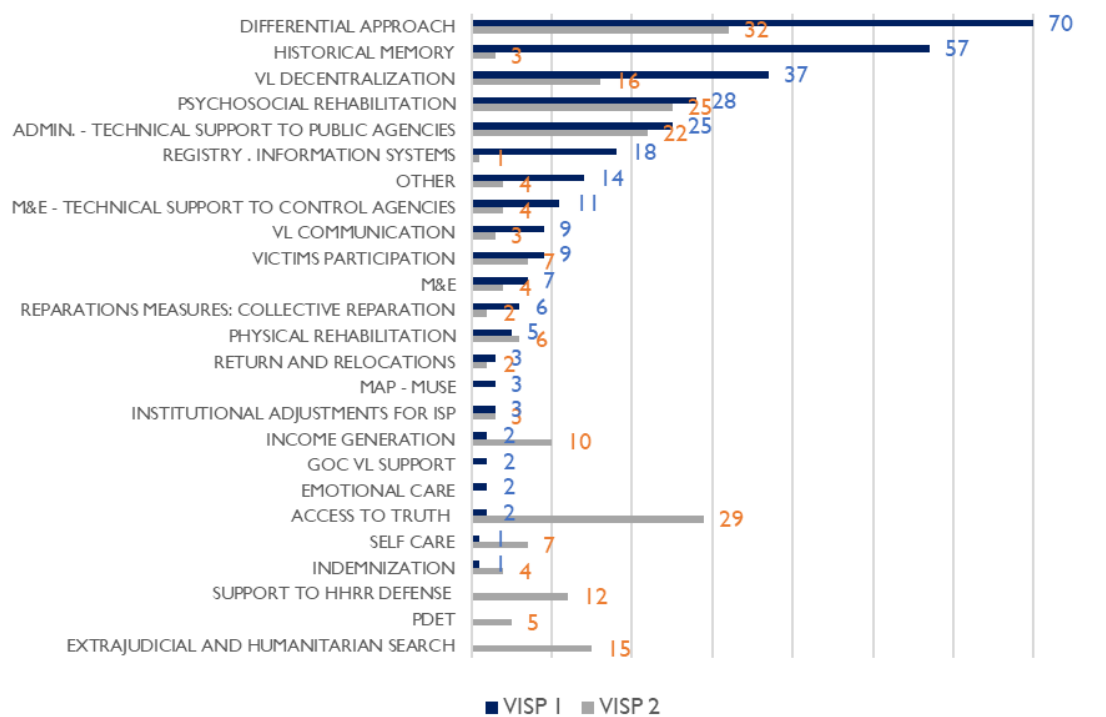


Exhibit I 29. Number of projects by analytical dimension and VISP phase.

SOURCE: EVALUATION TEAM BASED ON IOM

## 8. ADDITIONAL QUALITATIVE RESULTS – QUESTION I

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <p><b>F.I.1</b> VISP's support to the characterization of the victim population stands out. The program supported targeted municipalities with equipment, training, and technical assistance to apply characterization instruments in coordination with the VU to measure living conditions and attention needs, as well as to obtain indicators to report to follow-up and control agencies. This contributed to overcoming bottlenecks of local governments related to low technical and fiscal capacity. The information collected fed different public records, helping to strengthen institutional information systems such as VIVANTO.</p>                  | <p>"There is another great line that the IOM also supports..., and that is to characterize the victim population. Why is the characterization of the victim population done: One of the many benefits is to be able to advance the measurements that the Constitutional Court itself determines, and they are: Measurements of overcoming a situation of vulnerability, measurements, -an input-, the characterization are inputs for, measurement also of minimum subsistence, measurements to analyze the effective enjoyment of rights. In an articulated manner with IOM and that is, to be able to support the development of the characterization of several municipalities." (Territorial Institutions - UARIV Medellín)</p>                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>"... and the task of characterization is definitive, at this moment we are accompanying the characterization of the municipality of Pasto, accompanying the characterization of Tumaco as well, so that characterization gives you real and current information on the situation of the victim and allows the Municipal Mayor's Office to make public policy decisions .... the characterization is being done in the company of the Victims' Unit .... Then that information is being uploaded to the National Information Network and it will be possible define what the specific needs of this victim population are." (Implementing Partner - IOM Nariño)</p>                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>"For example, we can mention the characterization of victims, which is an exercise that, from the territorial entities, must be carried out. However, then, a territorial entity that is the ones that we serve within our prioritization, which are mayors of category six, some category six municipalities, with very limited resources to carry out this type of project, need not only to learn, but also to facilitate these coordination exercises with the Victims' Unit, for example, at the national level, so that, in some way, provide them with resources that can be assets, such as tablets; or technical assistance processes, training to carry out a characterization process and other elements to comply with those policy requirements." (Implementing Partner - National).</p>                                                                                                    |
| <p><b>F.I.2</b> The development of VIVANTO, carried out with VISP's support, improved the pertinence of the assistance provided to victims, allowing different public agencies to directly and efficiently identify individual registry in the RUV as well as victim's access to different reparation measures. The consolidation of this system also reduced the time between the declaration and registration in the RUV through online recording of victim's declarations. The development of registries also improved follow-up and monitoring processes of the implementation of the VL and served as an input for elaborating action plans and budgets.</p> | <p>"If I have 100 displaced victims in my municipality and 50 of them require support on the housing, then how do I begin to mark that offer? This characterization is fundamental in each municipality and was one of the technical assistance supports that we receive." (Popayán territorial institutions)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>"That registration information that is now available to all SNARIV entities, I think this minimizes paperwork, it makes it easier, let's say, for the population that is going to be the object of different offers by the entities to access the information through the platform VIVANTO to let's say make that validation of whether the person is included in the registry or not, which is let's say one of the first validations that are made to allocate the institutional offer that is focused on victims. I think this is, that is, the victim does not You have to go through a process with the entity, the Victims' Unit, to certify your status by sending a document to another entity, otherwise all this validation can be done through the VIVANTO platform, which I think is one of the big plus in terms of access to the institutional offer." (National Institutions - UARIV)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>"So, I think that in terms of the times that the victims had, of the opportunity that a victim has to approach a point of care, this has allowed us to say that in the, in the most remote places, the victim can meet through the link of the mayor's office in your state, I can request that a document be updated. So, I think this is essential because having up-to-date information in the registry is today an essential requirement to be able to access the measures." (National Institutions - UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                     |



**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                        | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                 | <p>“From that sense, let’s say that it has... allowed all entities to have access to victim information and has streamlined care processes. Even the army, for example, was also someone else who, for example, gave the military card to the victims, well let’s say that they also had that protocol of sending gigantic lists for us to validate them and today they do it online. They do it directly on the VIVANTO tool or through services provided through the VIVANTO tool.” (National Institutions - UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                 | <p>“Then each area of the unit had a kind of mission that was included in this system so that they could attend in a, let’s say, virtual, digital way and that everything would be consolidated in the database, and we would not have information scattered around, but at the time of consulting it by identification number, we would know what benefits that person has. Which ones have been given to them or what process they are in. So that is in front of VIVANTO.” (Implementing Partner - National)</p>                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                 | <p>“It is a platform that can show all the traces that a person has had in the different information systems and that today make up the Single Registry of Victims. So, simply by entering some variables such as the person’s... document, today we can see where the request was made, what the victimizing event is, whether it is included or not included, whether there is indeed an associated family group, what its status was, and every day we have been perfecting those variables that today allow VIVANTO: First, it supports a great part of the management of the entity in general, but additionally the platform that today allows external parties to be able to consult the information in an interoperable way, because before, for example, a person existed in the previous Institutions, a letter that was the one that certified that the person was displaced.” (National Institutions - UARIV)</p> |
|                                                                                                                                                                                                                                                                                                                                                 | <p>“Then here he relied on analyzing all the information that the different sources had, homogenizing them so that, so to speak, they had a place within a single one (<i>detail removed</i>). And there he did develop a consultation system to see who were recognized as victims and what were their victimizing events. After this, the modules began to be created according to the mission of the Unit. Then we had as an ‘online take’, which was a statement given by the person with its modules of narration of the events, characterization and also other points for other areas of the unit.” (Implementing Partner - National)</p>                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                 | <p>“Today, thanks to the VIVANTO platform, we have somehow achieved completeness and... manage, let’s say, to consume information from other entities that allow us to have more and more up-to-date information on the victims. Because finally, this registry is not a static registry, that is a record that remains over time, which is also the primary source of the public policy for attention to victims on issues of where my efforts should be focused, where is my victim population, what characteristics does it have, are they more children or they are more women or they are more men.” (National Institutions - UARIV)</p>                                                                                                                                                                                                                                                                                 |
| <b>F.1.3</b> VISP supported the development of virtual training materials and tutorials for the use of Information Systems. It also contributed to the design and implementation of a tool for local management (HGL) to support local governments in the use of information systems and the reporting processes. These tools contribute to the | <p>“Yes, they trained us, they gave us technical assistance on the whole platform issue, that has been a (...) headache and they gave us technical assistance on that, on the report that must be done on the platform and that.” (Territorial Institutions - Quibdó)</p> <p>“Let’s say there is a constant training in the appropriation of the VIVANTO module, in its use, every time we have a change of officials, because in the public administration the officials change a lot, I think that the effort that is made, of course, will never be enough in terms that there are many and it is very changeable, but let’s say that also from, from us</p>                                                                                                                                                                                                                                                               |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| appropriation and sustainability of the results achieved in this field.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | and from the National Information Network there is... a whole... training program in the tool as such depending on what the you're going to use." (National Institutions - UARIV)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | "And in those agreements, let's say that one of the strategies is to give access to the VIVANTO module so that it can be accessed, let's say, through the... victims' information. In this process, let's say that the... people in charge or the municipal liaisons carry out the training processes. In addition, let's say the tool has manuals and tutorial videos. So, let's say that this also facilitates the use and appropriation of the tool." (National Institutions - UARIV)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | "And also, in this component of information systems, we have built a tool that has been called the local management tool, which is called, short name, is the HGL. It is a tool that allows territorial entities to manage the information, of the victim population that they serve. So, it is a tool that allows them to know what is the offer they have, what information they should collect from the victim population they have, how they should keep it, how they should share it, where it allows them to save this information in the cloud in such a way that, when there is a change of government, they do not lose the information of the victim population that they have." (Implementing partner - National)                                                                                                                                                                                                                                                                                                                                                                  |
| <b>F.1.4</b> VISP made structural contributions to the rehabilitation measure programs for PV: PAPSIVI, EREG, and Entrelazando. These contributions included: support in the construction of care methodologies and territorial operation, support for the participation of VPs in each program, support in the virtualization of care processes in the framework of Covid-19 (in EREG), support in care directly from PV (in the form of an agreement for the implementation of Entrelazando). Additionally, VISP participated in the design and operation of the rehabilitation component in some ethnic and non-ethnic collective reparation routes (developing focused psychosocial actions and supporting the provision of endowments). | "...Support the Social Promotion Office with highly experienced professionals in psychosocial care processes for victims of armed conflict and from a specific team that, also from its interdisciplinary training and also its work experience, had worked on issues of implementing programs with a differential approach. population (...) for several years they supported the Office of Social Promotion with a team of experts in health for the implementation and improvement of the comprehensive health care protocol for victims with a psychosocial approach. Another component that had to do with this exercise was the possibility of expanding the development to the PAPSIVI differential modules. So being able to talk about rurality, being able to talk about ethnic subjects, and how the PAPSIVI, from the psychosocial rehabilitation strategy, recognized some particularities that marked a difference from the territorial point of view, in terms of how to reach rural and dispersed rural areas and implied adjustments to the methodological component." (MOH) |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | "...in the framework of Covid, we support the Victims Unit in the construction of these virtual tools, that is, we transform the EREG... The EREG has other strategies that are like sisters, so there is one for young people, there is one for women victims of sexual violence, there are some for adults as such, and there is one for Entrelazando, which is the measure for groups. So, we made all these strategies virtual, virtual not through courses, but how the EREG continued to be implemented in the context of the pandemic." (National IOM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | "... Technical strengthening, from construction and feedback and building the strategy with us, qualifying the emotional recovery strategy to turn it into a comprehensive repair strategy. In other words, they helped us in the conceptualization, in many hands we adapted the meetings and included actions and activities within the meetings, so that today we can consider that it is the strategy that allows us and enables access to the three measures." (UARIV National)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <p><b>F.1.5</b> VISP facilitated the mainstreaming of the psychosocial approach in other reparation measures, through the design and operation of support actions for relatives of victims of enforced disappearance, support actions in taking statements from victims of sexual violence, support for the Weaving strategy, support actions in the decision-making process for victims with disabilities, support for the humanitarian demining strategy, commemoration and memory actions, transversal actions of psychosocial support in compensation processes and income generation, among others.</p> | <p>“In 2019 (...) it had to adapt to the new strategy of the collective reparation model and with this consultancy, we managed to make that adaptation, the conceptual and technical adjustments that the strategy needed were made, and, in fact, we produced the manual of Entrelazando with IOM, it is a beautiful text that we have and that today is like the diary and log of all the professionals who carry out the implementation year after year in the territory and that was wonderful and great. And we did it and we were able to do it because IOM made it easy for us. And in terms of implementation, we had a cooperation agreement in 2018 and 19 where the IOM accompanied us and helped us in the implementation of the strategy, there we also had great learning.” (UARIV National)</p>                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“The contributions with IOM have been in all the sessions that have to do with the implementation of collective reparation routes. Initially, when we started 2013-2014, they supported us with the collective reparation route in Bojayá and Riosucio. (...) And then they have supported us with the implementation of measures in the municipality of Bojayá, just now we have just come from... March 9, we closed 3 implementation measures with IOM. So, basically, I think that the support has been that throughout the implementation of the route of the collective reparation process.” (UARIV, Quibdó)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“Among the endowments, the communal hall was benefited, because it was provided with chairs, two large gas stoves, with a hood for odors, with fans, and a library. The school also benefited from desks, a library, that's part of the help because it's not the same anymore. The health post was also donated because chairs, screens, dividers were placed, that was also achieved. Chairs were also brought to the church. To the community mother of the community, also with tables, chairs for the children so that they have better comfort. (...) That has also been very helpful.” (Popayán collective reparation subject)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“And there we have also had the accompaniment of the IOM, we have their support in the construction of the text Routes for relatives of victims of forced disappearance, which today is our guide and our diary and our log, it is the document that allows us to today strengthen the organizations of relatives of victims of forced disappearance in what they have to do in the search for their loved ones.” (UARIV, National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“The women's strategy consisted of 3 days where the women accompanied each other, initially in 2014 it began to accompany until the statement, it was to accompany the statement, we did a pair with the Prosecutor's Office, the Ombudsman's Office, and we accompanied the statement in the Peñol, then many women did their processes separately and what we did was when they were going to receive the compensation, a previous preparation, because there were situations such as women whose husbands did not know what had happened, then there were the questions around 'you why, you Where did you get 20 million pesos from?' So, for the part of the psychosocial processes, it was to help the women to prepare for this matter of telling those truths in the face of sexual violence, confronting them as a family, so there was that, the meetings that took place in that and they are, I would think that everything was aimed at favoring psychosocial participation in what we did, everything favored technical strengthening exercises received by the national team, the links.” (UARIV Medellín)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“For TEJIENDONOS, yes (...) it gave the possibility for more subjects of collective reparation to enter and have the possibility of accessing this strategy of psychosocial accompaniment. This year they are going to support returns (...) and in each municipality there is going to be a professional, hired by the IOM. (...) And that allows us to develop a rehabilitation strategy that is also very nice, right?” (UARIV Collective reparation)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION 1**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>“... the supported decision-making strategy, which generates a complete change in the legal paradigm (...) that a person with an absolute mental disability, could the UARIV shield itself from this regulation that was in force in Colombia, because they are not a legislative entity, they are an executive, and to be able to do so without legal consequences.” (IOM National)</p> <p>“...such a strong conflict we were in Bojayá for example, in 2016 the intervention or the act of forgiveness of the FARC to the victims was made, that was an event that was scheduled from the beginning of the year since 2016 and the victims as we already came Working with these psychosocial programs, there was a technical capacity, a national team along these lines, the victims themselves, the leaders. I remember Leader (detail removed) a lot, who was one of the leaders who approached us and he approached us at that moment to tell us that we need support from the IOM USAID VISP program to accompany us to prepare our community for that encounter with its perpetrator and we started at the beginning of 2019 with a national team that was leading those strategies to carry out specific actions with the territory and it was something very interesting, very nice, because let's not only say that beyond the strategy it is to work with individuality, we work with the leaders, issues of individual intervention were made individual, collective intervention and it was very important for this space to really fulfill that objective of being a space for reconciliation, a healing space, because it was indeed evaluated that there were many burdens, there were many situations that were still difficult and despite the fact that the work was done, he felt the attention and that situation was still a bit complex.” (IOM Chocó)</p> <p>“VISP punctually supported the psychosocial accompaniment strategy for communities in the process of humanitarian demining, called Reconciliation with the Territory. That was the strategy, that VISP did it for Descontamina at the time, but VISP designed it, built it and implemented it.” (IOM National)</p> <p>“Our partner died because they violently eliminated her, so the arrival of the IOM there, as victims of the armed conflict, was a great achievement that they came to us to overcome this. We did several workshops to overcome this issue and many issues that were hidden in us came to light and we all had the same fear, it had not been brought to light, but we all had the same conflict. So, thanks to those IOM workshops it was possible to get rid of a lot of pain that was inside, in that part it has been very repercussion that the IOM has come to give us support in this issue of victims.” (Popayán Pilot Organization)</p> |
| <p><b>F.1.6</b> VISP promoted the institutionalization of care actions for people and organizations that guide and assist victims, as well as the appropriation of self-care and mutual care actions in public servants, victims, and leaders, recognizing these practices as inputs for the improvement of the quality of care processes, facilitators of inter-institutional relations and as a contribution to the sustainability of care and support processes with a psychosocial approach for people who are victims of the armed conflict.</p> | <p>“Because what we find in many leaderships is that they load themselves with some populations in which they say that I am the voice, but then they continue to carry the pain, they continue to carry the blame, they continue to carry the threat, they continue to carry some things because there is no self-care role.” (Municipal Board-Pasto)</p> <p>“So we set about a very important task, which was to design for the PAPSIVI teams, the Unity teams for victims, emotional care strategies that would allow them to give them a little relief from the emotional burden and the stress generated by empathy with the theme (...) , what we tried to identify was how the emotional exhaustion due to empathy began to be an element that distanced the victims from an appropriate dignified attention, and burned the officials (...) And what we did from that strategy of emotional care for officials, we transformed it into emotional care for leaders, for women leaders and members of victims' organizations, and with time and the increase in threats to women leaders who, due to their work in human rights in Cauca (...) well, we adapted the methodology again (...) we brought together the Prosecutor's Office, we brought together the UNP, we brought together the Human Rights Police, we brought together the Houses of Justice, the Personerías, the Def condolences, to all those who are in that other system, also to work on these strategies while we worked with the leaders, and then we established bridges of</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>communication between them to work with more certainty in their processes (...) An enormous challenge is to continue feeding into organizations and members of entities, emotional care tools for themselves and for groups, which allows them to stay at an optimal level so that their institutional work, and on the other hand community, is clear, a little more efficient and communication to achieve what is wanted in both directions.” (IOM Regional-Popayán)</p> <p>“...there was a piece of theory and then the whole piece of energy, reflection, theater, simulation, then I really liked that process, because one learns methodologies to share them but also to find oneself, that of the exercise that I have participated in and that several processes have participated in that the IOM did through a lawyer, a psychologist and another professional and they did all that exercise with various processes, there were like 10, 12 processes in Cauca, I participated there and we participated with other <i>compañeras</i> and it was very interesting, it was almost a year, but that works great.” (Popayán ethnic authorities)</p> <p>“I think that within the framework of this psychosocial care, organizational structures, leadership, as a self-care environment are indirectly impacted and reinforced, which I think is important because that sensitizes and makes people aware, I think it is a challenge to maintain it.” (UARIV Medellín)</p> <p>“...the other component is caring for the caregiver, normally a person with a disability focuses only on the person with a disability, but we don’t know that they have a peer next to them, who is the one who is there permanently, who is doing it, how is doing, then care for the caregiver is definitive, it is how to train this person or these caregivers to provide a better service for them.” (IOM Territorial Nariño)</p>                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>F.1.7</b> VISP supported the training processes of the victims linked as community agents in Entrelazando, EREG and PAPSIVI, which has strengthened their community and institutional management capacities, improved access to these offers and promoted the disclosure of their rights. However, the training processes do not tend to formalize knowledge and the community agents do not receive remuneration (except in PAPSIVI), despite the high investment in time that their management, orientation and care work implies for others, which generates tensions between their personal life and their work as leaders.</p> | <p>“We were instructed to tell people what they were entitled to, if you understand me? (...) they were told about priority compensation, compensation for terminally ill patients, all of this was done by PAPSIVI, so people took the opportunity to go, to ask for what to do, for example, for land restitution , PAPSIVI even arrived and began to move the land restitution thing that is there by quantities (...) Look that PAPSIVI was like a way for people to open their eyes and claim their rights and more than with the knowledge of us and the support of the table people began to ask more, with more confidence and how to land on the question of claiming their rights.” (Promoter PAPSIVI Medellín)</p> <p>“Since that is something that is installed in the subject (...) if you are in a village, in a populated center of a village, and you have a person who has some tools to accompany, who has some tools to understand some difficult situations of people, perhaps to help heal without it being clinical (...) because you begin to weave important relationships in the territory.” (UARIV Medellín)</p> <p>“The psychosocial issue has been very important, because the fact that the victims know the legal methodologically and is accompanied by the psychosocial provide elements for people to understand (...) there is also a transformation of healing of the victims that that has not been quantified, that is, how today a process begins here and is measured further, but in qualitative terms, in terms of behavior in terms of understanding, transformation, leadership because many of the victims have become leaders through force because it touched them, because it was that moment, or it was or it wasn’t, so this exercise is very important.” (Popayán ethnic authorities)</p> <p>“...psychosocial accompaniment processes, I manage to see results when I see victims who today have an argumentative strength (...) an emotional maturity to face a negotiation with the institutions, when they manage to have conflict management strategies (...) with dialogues of non-violent communication, they can contribute to building a bridge between them and the institutions to achieve something, and likewise I identify him in the institutions, a little</p> |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>F.1.8</b> VISIP's support for the MOH was fundamental for creating and consolidating a physical-functional rehabilitation model with a biopsychosocial approach in the medium and low complexity of the health system. Among the main contributions of VISIP are the conceptual design of the model, the adequacy and provision of spaces, orientation of the qualification process, training, updating and support for health and administrative professionals, and marketing and dissemination of the services offered, and support for the dialogue between different actors of the SGSSS and the SNARIV, and the implementation of disability certification.</p> | <p>unarmed and knowing that that other comes to him because that is his obligation, that is his task and can do it in better conditions." (IOM, Popayán)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>"We made it clear to them, there is an installed capacity precisely so that they can move, but I do feel that it would be good to encourage them more so that they organize themselves, establish themselves as really an organization of weavers, how to strengthen that. Those important spaces that were given through the measures of Enterlazando." (UARIV Officials Returns and Collective Reparation)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>"That was where sometimes we had to leave the family, abandon one's own to dedicate ourselves to the community. It was something that complicated us, we solved something in the community, but something in the family was damaged (...) because one tried to get things done at night, just as we were aware that in our house, we had expenses and everything, we had to make an enormous effort. First of all, we intensified community work, but we did not leave home. But it was intense because we didn't sleep, it was a huge effort because soaping at night, getting up early like 3 in the morning to be able to stop doing and go out again. And since we worked in the fields picking coffee, then there was one day I worked in the house and another day I dedicated myself completely to that thing. It was very hard for us, especially the ones we finished so far." (Popayán subject to collective reparation)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>"IOM has initially supported us with the provision of more expensive biomedical equipment, with the training of human talent to be able to provide the functional rehabilitation service, both as physiotherapy, as well as occupational, speech therapy, they have been supporting us with the implementation of the biopsychosocial care model (...) since the staff has been trained to provide services and implement this biopsychosocial approach in caring for people with functional rehabilitation." (Florence Department Hospital)</p>                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>...</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>"...then the process was carried out to have everything requested for authorization documented, which was the exercise they did with the professionals on the entire issue of priority processes (...) the issue of guides, protocols, adaptations of clinical record formats, all of how we were going to operate as such in the rehabilitation service. (...) They gave us training in marketing, the professionals underwent neuro-rehabilitation, we trained our professionals to be able to certify disability and increase our institutional offer." (Health Center, Montañita)</p>                                                                                                                                                                                                                                                                                                                                              |
| <p>...</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>"In all these places we have supported the training of professionals such as doctors, nurses, auxiliaries (...) so that they can not only provide dignified care for the victims, but a few years ago a decree was issued that made Administrative reparation processes for the victims, with disabilities, could be brought forward (...) because these rehabilitation rooms have served a great deal so that, with the training that has been provided to doctors and health professionals, they can do what they says the decree." (IOM Regional Popayán)</p>                                                                                                                                                                                                                                                                                                                                                                       |
| <p>...</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>"Not only do they become municipal referents for the issue of rehabilitation, no, they become a node of attention, that is, for example, Policarpa, Policarpa can attend to Duitama, it can attend to other municipalities (...) Why? because you only have an hour left, half an hour, yes? (...) Many times people don't have money to spend a week here, or a month when they need the rehabilitation service, then the first session comes and is returned, then the issue of rehabilitation is truncated, when you establish those services rehabilitation in these municipalities is easier for people." (IOM Pasto)</p>                                                                                                                                                                                                                                                                                                         |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                          | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p><b>F.1.9</b> The IPS where the Rehabilitation centers operate have become local benchmarks for comprehensive care and operate as physical rehabilitation nodes for the territorial health services network. In these spaces, users have greater adherence to treatments given the reduction in costs and travel times to them, and the positive perception of the quality of care received.</p>                | <p>“It is a super key issue of work with the municipal and departmental Health Secretary, because to the extent that these alliances and these joint works are generated, the department is able to say, ah, you enter these territories, the mayor, you enter these municipalities, you are going to have insurance..., but guarantee me that these services can be provided here, if I make myself understood? (...) In other words, what I think the system lacks (...) is that health coordination at the territorial level beyond inspection, surveillance and control, it is a management action for payment and insurance (...) already today they are in the process of modifying the network document to include rehabilitation throughout the territory.” (IOM National)</p>                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“Yes, I think there were a couple of milestones that I think are relevant, one has to do with the care, assistance and rehabilitation route for victims of anti-personnel mines, I think that was a super key issue that we identified in fact in the year 1, year 2, (...) we proposed to make a route, let's say that would allow the ministry and its different instances, to agree on what the care processes were like.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>F.1.10</b> VISP supported the monitoring, evaluation, and systematization of rehabilitation measure strategies (PAPSIVI, EREG, Entrelazando), and in some cases supported the monitoring of targeted psychosocial actions in terms of perception, results, and/or coverage. However, there are no processes for evaluating the effectiveness of the methodologies in terms of achieving rehabilitation.</p> | <p>“So all the indicators that had been on public policy up to now, are of number of people, but the number of people, as the law indicates, is a clear indicator of process, but it is not the indicator of result that the law expects. The law does expect indicators of emotional recovery that do not necessarily depend on the PAPSIVI but are more intersectional. So, the IOM supports this index, but unfortunately it is the one that is least known, that is least included in politics and is the one that could really guide many of the state's actions.” (MOH)</p>                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“I think that those issues where one generates such alliances in applied telemedicine with things that have to be resolved from research and from, I call it applied research (...) because sometimes we have very impressive, but since they do not have around a construction of evidence against what was done (...) it would be very interesting to go from that history of systematization to build scientific evidence. I think that point is super key at the moment and that it would be something ideal to continue working on.” (IOM National)</p>                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“With IOM we started working with ethnic subjects in 2019, from there we learned, we had technical, conceptual strengthening to understand it and implementation (...) Later, last year we had the possibility of having a consultancy that helped us in the identification, the construction of the battery of indicators of the monitoring model to identify the impact on the implementation of the strategy (...) In the work spaces with them, there is always a process of thanks, of confirmation that, in effect, we rebuild the social fabric, that we recover their trust, that we make transformative processes possible in them, but that remains there. That really has to be translated into indicators that allow us to have a solid base, both quantitative and qualitative. And we achieved that exercise last year thanks to IOM.” (UARIV-National)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“There was a part of the process where all the development of tools and procedures for follow-up and monitoring was supported. To give a very specific example and it is the PAPSIVI. We support the entire development of the battery of indicators for the measurement of the intervention of the PAPSIVI and we support the development of the PAPSIVI application, which is where professionals record all the attention, the person's perceptions, all of that. It was thanks to what we were able to do that evaluation.” (Implementing Partner - National)</p>                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“The IOM supported the Social Promotion Office in the design of a PAPSIVI follow-up information system, which is a robust, quantitative follow-up system, which includes those served, a type of intervention that was carried out based on guidance methodological and the level of intensity of intervention and the modalities. And the way of accompanying in the psychosocial, the different moments of follow-up in session 2, in 4, in 6 and assessment or closure of the process. I</p>                                                                                                                                                                                                                                                                                                                                                                           |



**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                            | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                     | think that, in comparison to other public entities, the Ministry of Health has a system that is quite rich in information.” (National Institutions - MOH)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                     | “And it is that we still do not know exactly how many people who have been cared for in the framework of the psychosocial care component, are cared for in the framework of comprehensive health, how many are managed in health cases, how many are effective, how many are not effective (...) We have not reviewed that, but it would be worth even doing an effectiveness analysis against virtual and face-to-face.” (IOM National)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                     | “So that matter of information systems, of talking about indicators (...) There are people from Medellín who when they were with Juan David in 2013 something happened, but in 2016, 2017 I managed to find that there are people with entrepreneurship, who write books, which did other things, and that did not happen at the time of the strategy, this has an effect over time. For example, there was no way to evaluate it anywhere (...) I think it is time to review that, to what extent could it contribute to the repair process, understanding that the repair subjects who entered the INTERLACING strategy still have the armed actor there, generating revictimization, has several faces or several edges that should be looked at in terms of challenges, I would not know, I think that right now it is that, to systematize the strategy, to see how, if it contributed to the transformation of the social fabric and community in these subjects of collective reparation, what impacts were there, and how is that a bit, how in the midst of the conflict does it continue to function or does it not continue to function through the weavers, because the resources were left there interesting for the management emotional, I would think that’s what you should look at.” (UARIV Medellín) |
| <b>F.1.11</b> While VISPs support to victim’s income generation actions was not central in the program, it did support the implementation of <i>Mi Negocio</i> (DPS), what allowed to increase victims’ access to the program, strengthened its follow-up component and developed extra material for the production unit’s strengthening process.   | “What <i>Mi Negocio</i> had was more of a visit to verify what it received and see how it is doing... what we did was have some professionals in the territory to strengthen this, and to have a greater number of visits, especially in those where we saw the risk as very high and the implementing partner was not able to emphasize it.” (Expert in Income Generation, National IOM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                     | “In <i>Mi Negocio</i> , everything was written, it had its methodologies... but we also contributed with a Daily Book for account management, and some Environmental Management Guides, which was an added value that we gave to PS (...) we also try to make those workshop exercises a little more practical.” (Income Generation Expert, IOM National)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                     | “We have not been aware of other <i>Mi Negocios</i> , but we do recommend this as a good practice.” (Expert in Income Generation, National IOM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>F.1.12</b> In employment, VISP mainly supported the design and implementation of differential attention routes for victims in both training and employability processes, the generation of capacities of service providers for employability and the construction of materials such as implementation guides and systematization of experiences. | “The first one when I arrived was a work of closing gaps and additionally strengthening the capacities of the employment agencies that are, in a way, the ones that do the intermediation process to guarantee a better attention to victims. .... That was the big change in the strategy because it was oriented to placement and we set placement goals, I insist, placement goals in the middle of the pandemic, that was very complicated.” (National Institutional Actor - SPE)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                     | “But that’s why the key is the agency, the intermediary, or rather, because you have to give the skills to the one who serves the victim, who identifies the victim’s problems, who manages to close the gap, who goes to the company to get the vacancy, is the one who convinces the employer to work on differential approaches and on labor inclusion approaches and is the one who manages to make the click that is, I have here the person you need and he is a victim, but he will be useful for what you need.” (National Institutional Actor - SPE).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p><b>F.I.13</b> VISP supported in its influence regions Collective Comprehensive Reparation Plans, implementing activities addressed both at institutional and civil society actors, contributing to strength governmental efforts to recover collective subjects affected by the armed conflict.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“They have been telling the Unit what is missing, what they have done, what needs to be done, they have been working hand in hand with them. In our case, we are missing two measures to finish, they saw that what was most lacking was cultural strengthening, so in pillar 8 the IOM came into work, to complement (...) The IOM has been very attentive, has been very much in expectation of everything that is happening. In itself for the indigenous communities this is new...” (Ethnic Authorities - Caquetá Territory)</p>                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“They have supported us with several projects since 2020, 19, 20 to here, with two subjects of ethnic collective reparation that we have here in Florencia, Resguardo Honduras, Resguardo NASA Gaitan, with Resguardo Honduras four projects were developed, there was a very valuable project for the community that was spiritual strengthening for the leaders, (...) On the issue of collective reparation, the IOM articulated with the Ombudsman’s Office to support workshops, damage characterization workshops, sightings with indigenous communities, this was done because I had several meetings with the technical Ombudsman and with (<i>detail removed</i>), we had several meetings on the issue of supporting logistical issues of workshops.” (UARIV- Territorial Caquetá)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“...the very important support they have given us to the subjects of collective reparation, to make different closures in subjects such as La Rejoia, support in San Níquel, in Jambaló, in Torivio.” (UARIV- Cauca Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>F.I.14</b> VISP supported the delivery of compensation through inter-institutional territorial workshops (UARIV- ET) in which it provided socio-business accompaniment through the VU Accompaniment Program and in the routing to the psychosocial rehabilitation offer of the VU and the MSPS. However, challenges persist in institutionalizing and deepening the accompaniment and ensuring that it is prior to compensation. Challenges also persist in advancing with the delivery of compensations and in articulating them with other reparation measures, especially in terms of income generation and psychosocial rehabilitation. VISP’s support to compensation projects represented 1 percent of program resources, with a total of 5 projects implemented.</p> | <p>“... we suggested to the... IOM team the need to articulate actions to support us in some workshops and it was constant (...) From the very socialization of the route. That is key, to facilitate in some way joint strategies that have participated with us, in the same workshops, service fairs.” (UARIV- Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“... with the issue of compensation for the proper implementation, what we are talking about now is a little bit of assistance for the orientation of the investment of resources, there was also territorial accompaniment for this...” (IOM - Chocó Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“...there they discussed savings, how they were going to use their money, a business plan, an investment plan, also what could be invested if you did not need any business, for example if you needed housing there was a space, I remember they said that if you had that money you could leave your money for a house payment, that is, to pay your house.” (Municipal Victims’ Roundtable)</p>                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>F.I.15</b> In terms of historical memory, VISP supported the structuring of the CNMH, the dissemination of reports and material through various channels, and pedagogy and support to implement local memory initiatives. However, these types of actions lost relevance in the second phase of the program and do not have a high level</p>                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“... on the one hand, there was the accompaniment program in which we sought to generate alliances and processes for the adequate use of resources, that is called the accompaniment program of the Unit, where we sought or accompanied the Unit to manage public supply, but also the victims to make an adequate use of resources.” (IOM- National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“... the National Center of Historical Memory was technically strengthened in the creation of a booklet, this booklet basically had its purpose, it was how to carry out historical memory initiatives such as the step by step.” (IOM- Territorial Caquetá)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“... if they had an understanding of what memory was and what it was for. And then we realized that we had to do a task from scratch to conceptualize...” (IOM - Cauca Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| of recognition among actors at the territorial level. Evidence of the loss of importance of the historical memory component, is that the share of VISP resources invested in this topic decreased from 11.1 percent during the first phase, to 0.6 percent in the last. The number of projects decreased from 57 to 3.                                                                                                                                                                                                                                                                           | <p>“With PAPSIVI we did make a compilation of historical memory, at the time of PAPSIVI a quilt of memories was presented, another thing that consisted of weaving and with figurines and all that and the victims made some very large quilts with the memories of what they were before, and another quilt was made of what they wanted for the future...” (PAPSIVI Promotor - Territorial)</p> <p>“In historical memory what we did with the work of young people, the whole process of recovery of historical memory, the design of that which could be done because it was not so developed, the articulation with the National Center of Historical Memory...” (DDHHH- Territorial Governorate)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>F.1.16</b> VISP comprehensively supported the process of effective participation of victims through the work with various national and local public entities in the dissemination, implementation and positioning of the participation protocol, and also through the strengthening, visibility and permanent accompaniment of the Victims’ Participation Roundtables. This strengthening resulted in the incidence of the roundtables in the CTJT and other planning and monitoring spaces. This work has contributed to building trust and dialogue between institutions and civil society. | <p>“The support and strengthening of these participation tables and support in the Territorial Committees of transitional justice.” (UARIV- Territorial Cauca)</p> <p>“In the framework of the IOM projects, I repeat that I think I have already said it, that their work was a work, let’s say, of jointly building not only the methodologies, the tools, defining the strategies for the work with the spaces for participation, because they are also pedagogical exercises and it was necessary to do it that way.” (UARIV- Territorial Antioquia)</p> <p>“The support of IOM was in some cases logistical, for example the payment of transportation, refreshments, but also technical because there was an IOM professional who accompanied us to the spaces and we did the training on human rights, on the whole issue of public policies for officials to guarantee rights.” (Defensoria- Territorial Chocó)</p> <p>“With the participation roundtables we have worked on human rights training, the issue of the victims’ roundtables, training and technical support for the exercise of enforceability, which they must do. In the effective participation tables of the victims, their function is to carry out political advocacy for the guarantee of rights. There we were accompanying the IOM in the institutional strengthening project, in the technical secretariat of the departmental victims’ roundtable.” (Defensoria- Territorial Chocó)</p> |
| <b>F.1.17</b> VISP supported the formulation, operationalization and socialization of public policy instruments to incorporate differential approaches as a constitutive part of the VL, both at the national and territorial level.                                                                                                                                                                                                                                                                                                                                                             | <p>“Last year we finished the support in the formation of the public disability policy, which goes hand in hand with all the work that was done with the comprehensive rehabilitation guidelines of the Ministry of Health and Social Protection. This time we worked hand in hand with the High Council for Disability... With IOM, we were able to bring down that offer as well and support that diagnostic process and formulation. Today the municipal administration is in a process of adapting the investment plan, looking for the space for the municipal council to make the approval and start in the second semester the implementation of public policy actions for disability in the municipality of Quibdó.” (IOM Quibdó)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                         | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                                                                                                                                                  | <p>“For example, we accompanied all the development of the national LGBTI public policy, and we also developed tools that would allow us to monitor that policy. At the time, we supported the Ministry of the Interior and the Unit for Victims to establish a political action plan where this intersection of the LGBTI sector victim of the armed conflict could be crossed. This product generated something very beautiful and very important at the regional level, and that is that they began to talk about national public policy and many departments and many municipalities where the program was, they began to say, ‘hey IOM, let’s make municipal LGBTI policy, let’s make departmental LGBTI policy for women or only LGBTI or for women and LGBTI.’ But it seems to me that it is an important product in national politics, with a very impressive result because it generated a domino on some territories, (where they said) ‘come on, if politics is already there, let’s start thinking about a more territorial one.’” (IOM National)</p> <p>“The support of the IOM was essential, together with the financing of the USAID, in what had to do with the formulation of the public gender policy for San Juan. We have right in the reconciliation pillar, which is where those actions of non-repetition of the conflict are guaranteed, a macro strategy called public policies that favor peace and implementation of transitional policies. So, the support of the IOM, first to have these planning instruments. So here we have, in addition to the fact that all our municipalities have been permeated by the conflict, since many of them do not have those planning instruments such as public gender policy.” (ART Chocó)</p> <p>“There was a process of construction of the ethnic briefcase; It was a briefcase with tools for the indigenous and Afro peoples that allowed them to understand the decrees with the force of Law 4633 and 4635. These were decrees that were issued but there was no one to socialize them. There was a process between institutions and victims to understand pedagogically and they (IOM) made some materials called ‘the ethnic briefcase.’ This had all the pedagogical content of the decrees, that was a first moment when all the institutional and community strengthening is done for the victims to understand and socialize the decrees with the force of law.” (Cauca ethnic authorities)</p> <p>“The issue of the (Interior) Ministry; We worked a lot with ethnic approaches, because it was their great challenge, working with indigenous populations. So, for us, the issue was to bring those decrees with a differential approach closer to the ethnic populations. The program took on the task of building 2 tools, a briefcase for each of these ethnic decrees and that each of these briefcases would allow us to do pedagogy with all those communities, with indigenous organizations, with all those ethnic authorities so that they would understand which is the route, how it was built, what was that approach that was going to be taken with them, how were all those elements of an ancestral nature going to be respected, the issue of the implementation of prior consultations. So, all this was super important, we had several consultants dedicated to this task of starting to do pedagogy with those decrees.” (IOM Antioquia)</p> <p>“To mention the support, they also gave us on the issue of a differential approach and the ethnic issue, because they helped us with the dissemination. First, to understand the ethnic decrees and to be able to incorporate these with the team here in charge of this issue with the DAE, so that they could disseminate in an educational way to the territorial entities, to the municipal roundtables, this information on the ethnic decrees and strengthen these communities in their role under the public policy of victims.” (VU Cauca)</p> |
| <p><b>F.I.18</b> VISP promoted differentiated care for victims at the local level through identification and registration processes, training of officials and adequation of attention centers. However, the</p> | <p>“With the IOM, work was done, a project, a project was developed at the level of Caquetá to geographically locate all the indigenous communities living in the department and a map of all the indigenous communities of the department was produced, from each of the municipalities by town. It is a map that the unit has and that has been a very valuable tool for the work, on the one hand.” (VU Caquetá)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                    | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| differential attention still requires improvement, especially in relation to ethnic population, people with disabilities, young victims and victims abroad. | <p>“The issue of disability, the entire component of registration, location and certification of disability. I think that we have been working on that from day 1 until now, even in the services. So, at the beginning it was how we manage to make the registration process for people with disabilities massive and that information could be crossed to ensure that victims with disabilities access care, assistance and reparation routes. So, we started with that purpose from the registry, we made a process of strengthening for locating and characterizing people with disabilities, which later evolved into disability certification, and there we were always with the Ministry (of Health).” (IOM National)</p>                                                                                                                                                           |
|                                                                                                                                                             | <p>“We begin to see the presence of the IOM, which has always seen the issue of differential attention to indigenous communities, and they begin to fully highlight the ancestral issue. So, they did a great job hand in hand with the Mayor’s Office, in which things were highlighted. And well, not only from that space, because I go to another space where women meet, not only indigenous women, but peasant women, women in the context of the city. So that’s where one realizes that women begin (to say) ‘come on, but you are indigenous,’ to give them recognition, but precisely thanks to those spaces that the IOM has supported. So, we think that the IOM came prepared with some great tools, which is the work with indigenous communities. And not only with indigenous communities, they have been working with Afro communities.” (Caquetá ethnic authorities)</p> |
|                                                                                                                                                             | <p>“Institutional strengthening seemed very important to me. In other words, at the moment when public policies were being formulated, institutional strengthening came about. I am going to specifically mention the mayor’s office, incorporating the differential approach, not only as an approach, but also the differential approach of the public policy of victims. It is not just being LGBT, it is being LGBT victim and proof of this is that, for example, the public policy for sexual and gender diversity of the mayor’s office specifically has the issue of LGBT victims of the armed conflict.” (Pasto Victims’ Roundtable)</p>                                                                                                                                                                                                                                          |
|                                                                                                                                                             | <p>“There was also great support on the ethnic issue. At the service point they hired a person, in this case an indigenous person, who attended to that population because of the dialect issue, because of their culture and all that. There was also provision for the municipal Ombudsperson office at that time and also for the victims’ table. Basically, what is sought with this? The dignity of our population and what they really sought was to improve that care for this population.” (Mayor’s Office, Tierralta)</p>                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                             | <p>“So it’s not the same for me here to tell you the victimizing fact, and here everyone listening that I broke down and all that. So, what happens there? Instead, in a cubicle you already have a little more confidence, privacy to express yourself. The Regional Center does have that, and that was, let’s say, one of the recommendations made by the IOM when it began to formulate the construction of that, it insisted a lot on that, on the differential approach.” (Municipal Victims’ Roundtable)</p>                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                             | <p>“People with disabilities or some mental problem say that sometimes they feel impediments, but not with the program but with some officials who are in these spaces. They say that sometimes they go and don’t pay attention to them, or that they go and don’t know how to guide them where they have to go. So, they start like the puppets, that go here, go there, go to the other side here it is not. There are people who are in wheelchairs, sometimes it is difficult for them to go to such parts, sometimes not even the entities themselves have the space or accommodation for them to pass. So, they are barriers that sometimes they encounter first in the program and second in the entities.” (Municipal Victims’ Roundtable)</p>                                                                                                                                     |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                             | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                                                                                                                                                                                                                                                      | <p>“So, the institutions barely come to understand the issue of the approach, but they have not understood it completely, because one thing is to go with a program to the Pueblo Nuevo reservation and another is to go to Guadúa. They are very different and they (institutions) already come with the approach, but with a general ethnic approach.” (Municipal Ombudsman Office)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                      | <p>“This government has made some very important efforts in what has to do with the allocation of resources for these issues. And I speak punctually in historical budgets in terms of reparation of all the humanitarian assistance to the victims. However, it is never enough, and the challenges are great. It is that the universe of having 9 million victims in this situation is very critical. I recently had the opportunity to read a report on the situation of victims abroad and it is indeed a challenge to show, because at least here is the issue of land restitution, there is accompaniment, but these people who still have the same rights but because of access issues and, furthermore, it is more difficult for one to be able to get there with this type of program.” (DPS)</p>                                                                                                                 |
|                                                                                                                                                                                                                                                                                      | <p>“Well, as I told you about the suicide issue... it’s really worrying. I wish IOM had that, that, that opportunity, that space to implement so that they can intervene. Because there are many things that have to be implemented, work psychologically with young people; that there is an opportunity for academic training, that there is a job, training. Hopefully they can collaborate with us on that point, because the reality is worrying, there are many needs. But we ask the IOM to accompany us in this process. We do not know between now and tomorrow how many young people may commit suicide. At the moment we have already had more than 20 young people who have committed suicide and the number from last year to date is worrying. Last year in a month, about 3 or 4 young people committed suicide, in a month, worrying things. So, but nobody... sees that.” (Quibdó ethnic authorities)</p> |
|                                                                                                                                                                                                                                                                                      | <p>“From the Afro-Colombian, Raizales and Palenqueras communities there are general intervention guidelines. However, there have been few communities or subjects of collective reparation that have been served within the framework of the differential modules of the PAPSIVI. So, methodological improvement is one of the most important challenges that this Afro component and the spaces for consultation with the Afro roundtable has. Unfortunately, it has not been so easy to develop them, because that goal has not had a regular operation. So that has made it a bit difficult for an authority and an Afro community council to develop or provide feedback on the differential guidelines that PAPSIVI has.” (MoH).</p>                                                                                                                                                                                  |
| <b>F.I.19</b> VISIP provided strategic support in the formulation and implementation of differentiated psychosocial care protocols for women victims of sexual violence as for children and adolescents. Nonetheless, the fulfillment of objectives faced challenges over the years. | <p>“And in the direction of prevention and protection, I also learned about the IOM’s support for mental health actions, psychosocial care and aspects such as elements to guide or improve routes of sexual violence for victims of the armed conflict, or even exclusive elements of the policy to design those guidelines aimed at sexual violence,” (MoH)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                      | <p>“Another achievement that I think is very important for the program in R4 was being able to accompany the Unit for Victims and many victims in being able to develop a strategy to care for victims of sexual violence in the context of the armed conflict. I think it is a very important technical and political element that was developed. It gave the Unit the capacity to respond to this crime or this victimizing act and also gave a slightly more assertive response than the women or victims of this act also expected in the context of their reparation.” (IOM Córdoba)</p>                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                      | <p>“The women’s strategy was 3 days where we accompanied them. Initially, it began in 2014 to accompany until the declaration; It was to accompany the statement, we did a pair with the Prosecutor’s Office, the Ombudsman, and we accompanied the statement at the <i>Peñol</i>. Afterwards, many women did their processes separately and what we did was, when they were going to receive the compensation, a previous preparation, because there were situations such as, for</p>                                                                                                                                                                                                                                                                                                                                                                                                                                     |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                       | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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|                                                                                                                                                                                                                                | <p>example, women whose husbands did not know what had happened, so there were the questions like ‘where did you get 20 million pesos?’ So, for the part of the psychosocial processes, it was to help the women to prepare this matter of telling these truths in the face of sexual violence, facing them as a family. In the meetings that were held, I would believe that everything was aimed at favoring psychosocial participation in what we did, everything favored.” (VU Antioquia)</p> <p>“So, the first thing we did was convene them, get to know them, generate a psychosocial accompaniment strategy to provide them with support and backing, and then bring them closer with this institutional framework; that they have comfortable, respectful, gentle, friendly spaces, where they could have access to the system, which was the taking of statements through the Public Ministry. And we are accompanied by more members of the SNARIV, who are not only the continuous ones, but also the accompaniers, the ICRC and other entities to provide them with more continuous accompaniment on health issues, on sexual and reproductive health issues, on rights. We brought a complementary offer so that the women realized that they were not alone. So, there we created that other space, like since 2013, and every year we set out to find more women, but it was very easy because it turns out that in the first group of the 300 there was a group of women who invited us to meet them in a church over there in a neighborhood of Popayán. These women were panic-stricken with fear, but they said, ‘it happened to us and we don’t want it to happen to other women, we entered the health system and neither the psychologist nor the doctor treated us with dignity and respect and we didn’t know what do.’ So, they set a high bar for us and it was, how to constitute....in 2014 a Law came out that said that the route of attention to sexual violence in the framework of the armed conflict had to be constituted, it was something very specific.” (IOM Cauca)</p> <p>“I also wanted to highlight the work on the subject of the (differential) approach, something extremely valuable. The Unit is committed to socializing and publicizing the protocol for children and adolescents. Well, I want to tell you that at the time the IOM had precisely a consultant to support the Unit throughout this process. In this process a very valuable document was created.” (VU Caquetá)</p> |
| <p><b>F.1.20</b> VISIP contributed to the construction of historical memory with a differential approach, supporting research and the implementation of community exercises for the preservation of traditional knowledge.</p> | <p>“There was also the report that was supported by the National Center for Historical Memory on Sexual Violence. I think that this, as well as the LGBTQI+ report, is the first time that sexual violence begins to become visible in the dimension that it has. A victimizing act that, I am not saying that the other victimizing acts are not cruel and terrible, but indeed acts such as forced disappearance, sexual violence, torture, have functions at the emotional much more shocking in people. And I think that having supported that also allowed the public policy of victims to begin to understand that this was happening, that this was important and that it was generating quite important challenges in terms of reparation.” (IOM Córdoba)</p> <p>“This was a very punctual support, but I consider it to be of high importance and it is the developments that have been made with the LGBTQI+ sectors. The program participated in the development of the report of the National Center for Historical Memory, the affectation report. It is the first report at the institutional level of government that carries out a very detailed investigation of the effects of the LGBTQI+ sectors in Colombia in the context of the armed conflict. I think that this in matters of public policy, but also recognition and visibility of these sectors, was very important. For the first time, they were talking about how some sectors of the Colombian population, in addition to being victims of the armed conflict, had some effects for being who they were.” (IOM National)</p> <p>“We wanted to strengthen the cultural theme, but we couldn’t get the suits, we had a few, but the complement of the whole suit, the ruana, the backpack, the <i>chumbe</i>, all that was expensive. So, the IOM supported us with this whole issue. We are all very happy that they have fulfilled this task in the community. And more than teaching young people, children, seeing them happy. It is not the same for a person from the community to sit with them, seeing a person who</p>                                                                                                                                                                                                                                                                                                                                                                                                                           |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                      | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                                                                                                                                                                                                                                                                                                                                                               | <p>comes from another place. At the end of that measure that was done with them, they brought the traditional doctors, and they brought a larger one from Cauca, they brought it with all the elements of harmonization.” (Florencia ethnic authorities)</p> <p>“Here, a strengthening process was carried out, of empowerment of the entire artisan issue. That is what I know about the ethnic and intercultural issue. A very small process was started to support and strengthen the recovery of the entire subject of knowledge, traditions, fabrics. In the La Pedregosa peace territory, which was accompanied by the IOM, those are the initiatives that I am aware of.” (Ethnic Authorities - Popayán)</p> <p>“Another project that was carried out was the gastronomic festival to strengthen the ethnic identity in San José de Uré. This is a multi-ethnic municipality; There we have settled Afro communities to a great extent, but we also have Embera and Senú communities. This project has an ethnic focus and a differential approach because women also participated; Basically, this project was also to strengthen skills that these communities already brought, such as gastronomy. What was done was a strengthening of this process that they have been working on and that is part of their ancestry.” (ART Córdoba)</p> <p>“We had an intergenerational meeting where we were with the Unit in the Amazon. That was a long time ago, never happened again. It was a generational exchange with a cultural exchange. The IOM produced the whole way in which it was going to be developed, all the accompaniment, the logistics part, they delivered some super kits for the elders, but the experience was super magnificent, of great impact. I... the truth is that I was moved, I felt super impressed by how we leave aside the elderly and they have everything to contribute in knowledge, in culture, in traditional medicines.” (VU Caquetá)</p>                                                                              |
| <p><b>F.1.21</b> VISP significantly strengthened the participation of victims’ representatives of differential approaches both in the participation tables and in participation instances. However, these groups still face difficulties, as guarantees for exercising an effective participation are still not adequate to their particular necessities.</p> | <p>“Well, as long as I’ve been, the IOM has been one of the best allies that the victims’ unit has had in the almost ten years that we have been together because they have contributed a lot, for example, in the issue of a differential approach. It had a lot to do with the issue of the participation protocol for the indigenous population in the department of Chocó and, as far as I understand, it has been the first participation protocol for indigenous peoples and communities in matters of legislation in all of Colombia.” (VU Chocó)</p> <p>“We started with technical and logistical support, we called it the Assembly of Indigenous Governors here in Florence. Today it is already called the Permanent Concertation Table, which was created this year. It is the space for debate of the public policy of the municipality of Florencia of the indigenous authorities with the municipal government. And well, very important because it was a whole process; At first, we met in the same Ombudsman’s Office, the IOM attended, of course. We scheduled, we made the enlistment for that day, and that already leads to a result, the result is already to have a more consolidated space, to have an indigenous public policy aimed at those axes that indigenous peoples and communities have.” (Caquetá Ombudsperson)</p> <p>“The gender issue has been fundamental. They have worked very hard on the issue of women leaders, so at the tables they emphasized the importance of working from a gender perspective, that women could also speak. You know that the participation tables were set up with a fairly strong gender focus, we could say significant, because there is an issue of peers, of equality, of gender parity in that. The exercise was also training, it was... how always in the training that was given, the gender issue could be worked on as an important component for the guarantee of rights and for equity and equality in the territory. Yes, it was one of the main themes.” (Chocó Ombudsman)</p> |



**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                        | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 | <p>“Within the municipal table there are indigenous people, there are Afros and there are LGBTI; they have tried and we have tried to work together. Thank God there is no discrimination (...). We have also had training where we have always been told: discrimination does not go here, here we have unity, transparency and a single voice (...) The table is one, at the table we are not going to work divided. There may be differences, which exist everywhere, but we all participate, Afros, indigenous, LGBTI, we are all in one voice and we have learned that from IOM and USAID.” (Pasto Victims’ Roundtable)</p> <p>“IOM was also very engaged with young victims. If one goes to look at the topic that was worked on within the roundtable, there were the youth lines and the IOM was also participating in the support that was required within the table so that this could be made effective.” (Caquetá ethnic authorities)</p> <p>“I think that it is necessary to work with greater rigor in this matter. For example, we saw in the participation tables that, in many cases, a woman could not attend because the husband had no one to cook for him, he could not stay alone in the house, because there was no one to take care of the child. So, there are still marked situations where the one who has to take care of the child or has to cook are women. There are still quite big gaps.” (Mayor’s Office, Vigía del Fuerte)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>F.I.22</b> The strengthening of community organization processes led by victims of differential groups, went beyond the incidence scenarios supported by the program.</p> | <p>“There is a trend that occurs in indigenous territories. A lot of machismo happens, it may be from the social sphere, it is a matter of tradition that comes from blood, from a genetic issue and so on. But already through these agencies, associations and organizations are beginning to be valued, social work is being done with them, and the self-knowledge they should have is being encouraged. So there is already a more structured issue about women’s organizations, about women as such. But for an ideal they are usually placated, but now it has improved. There is an incentive to fight for that right.</p> <p>Here it is rare to see a women’s protest. Now be careful because from one moment to another they know how to come here to protest. And it’s legitimate and it’s valid. And that allows us to see that things have been changing. We have been coming out of that dark world where there is always a paternalistic, paternal domination, we have already been coming out. So progress has been made, progress has been made, but the problem is that it is just beginning. In other words, this needs permanent or medium-term support to improve it.” (Municipal Ombudsperson Office)</p> <p>“And well, the issue of women, which IOM has also worked on, with <i>Prodefensoras</i>, the issue of women leaders, has also been strong. With the consultancy, women were identified; we were accompanying the consultancy, supporting IOM so that they could identify them. The table of leaders in the department was also established.</p> <p>INTERVIEWER: ‘Is this also paid by IOM?’</p> <p>INTERVIEWEE: Yes.</p> <p>INTERVIEWER ‘Is it working as such or not?’</p> <p>INTERVIEWEE: Yes, the table is already constituted, I think they have meetings every month and it is working. The contribution of the program has been of great value for the processes, not only institutional, but also organizational. Because in some way it has been possible for the victims’ organizations to have a point of reference, a support to be able to work in defense of their rights.” (Chocó Ombudsman)</p> |



**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“Montelíbano had only one LGTB organization. IOM strengthened those spaces and today there are more than 5, more than 7, more than 8. We have an exercise to include new leadership, an exercise with a departmental table and we managed to get the organizations that registered for the process of electing the table, more than normal could be registered, but that was an accompaniment that IOM gave us. We, with the departmental table, were able to show it to the entire department and include more members of the municipalities that were not part of the exercise, to be able to include them in the departmental table.” (Victims’ National Roundtable)</p>                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“And the young people began to approach us and tell us ‘what about us? what about us, if we are at risk of recruitment?’ and that is where they played an absolutely important role. We set up the headquarters with the young people, they looked for it, provided it, began to set up the initiatives and started to participate in the community action board, but they also built their own processes.” (Government of Antioquia)</p>                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“At first, the mental structure of, for example, in the LGBTQI+ issue, the mental structure, does not accept people. In other words, blacks make fun of indigenous people and blacks and indigenous people make fun of LGBTQI+ people. So not accepting the issue of the differential approach, that’s a terrible thing. Then the program comes and tells us ‘don’t worry, I can bring you some speakers.’ There are some speakers who, including me personally, clarified many issues for me, it is an impressive thing. So when you have clarity, you can defend that situation, right?” (UARIV Nariño)</p>                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“Claiming rights, with what we have learned from the IOM, has been a great tool to be able to defend ourselves. Because it is hard to arrive at an institution where they know nothing about the subject. I think that teaching them, teaching them, going to a secretary of education, of the environment to talk to them about indigenous communities, is great. But precisely because there was great support in the ethnic communities of the municipality and the department of Caquetá.” (Caquetá ethnic authorities)</p>                                                                                                                                                                                                 |
| <p><b>F.1.23</b> In terms of decentralization of the LV, VISP supported the dissemination, understanding and implementation of the competencies delegated by the LV to local governments. Outstanding support included the training and permanent accompaniment of municipal victims’ liaisons and other officials on issues related to the Law, the incorporation of victims’ issues in local planning processes, the harmonization of planning instruments, the generation of information reports and the strengthening of capacities for dialogue with victims. This has resulted in greater local capacities on victims’ issues in the municipalities targeted by the program in relation to other territories.</p> | <p>“... the Law started to work, 2013, why, because 2012 was the whole process of institutional adaptation. So that was the process of adaptation. We continued attending in the logic of 387, and what this project supported was the whole structuring of the response in the framework of 1448, in a very strong articulation with the Coordination of Victims of the Ministry of Interior, with which we did a very interesting project, and we made a proposal to the Ministry of Interior to set up a strategy for capital cities...” (Governorate-Territorial Antioquia)</p>                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“Yes, we received support at decentralization levels, ... in this case from Ministry of the Interior and IOM through the VISP Program, because it was like the first steps in the national co-responsibility strategy, which I experienced as a liaison of the municipality of Pasto, when we were starting, so to speak, how to involve different actors in the implementation of the policy, through regulatory support. So I think that the root of the support or the most valuable part of the support in this case of the VISP Program and Ministry of the Interior was that, to pay attention to how we implement the co-responsibility strategy and how we make it a reality.” (Pasto Mayor’s Office - Territorial)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>“The first component has to do with responding to the requirements of the constitutional court in the framework of the T025 ruling, basically, in this component we support the Ministry to structure all the progress reports on the implementation of the policy, both at the national level and in the territories...We have also created, under this component, other tools that have allowed the public policy to reach the territories more easily and to have a greater coverage in the territories. For example, the virtual school.” (Ministry of the Interior -National Ministry)</p>                                                                                                                                 |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>“...a development worker can do a little bit by his nature ... guarantor of certain processes, that, by the simple fact of being present, makes certain things be avoided, or certain things happen, but also a little bit call attention to the stronger connection that there must be between the national and the territorial.” (Governorate of Antioquia-Territorial)</p> <p>“The difference is great, too much, because obviously not all municipalities have the presence of the IOM, the strengthening has been impressive, it is very noticeable for the municipality, in terms of qualification, because the qualification of the municipality is too low when I arrived, it was in one of the last positions and also, with the IOM we have tried to... raise that qualification and the difference has been very noticeable (...) Because while in other municipalities you do not see support for project formulation for victim population, we have it. While other municipalities do not have training for the formulation of... formulation of planning documents, we... do.” (Mayor’s Office- Territorial Caquetá)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>F.I.24</b> VISP contributed to the dissemination of the contents, routes and protocols of the LV with special emphasis on the territories. It also contributed to the construction of concepts and normative developments. Among the supports to be highlighted are the training of mayors and municipal representatives on their new functions in terms of participation and communication, the orientation and training of victims through the effective participation tables, and the training of officials of the territorial directorates of the VU. At the national level, technical support in the conceptual development and dissemination of the protocol for the effective participation of victims, as well as the formulation and dissemination of the decree of co-responsibility to strengthen nation-territory coordination, stand out.</p> | <p>“...from the very socialization of the route. This opens a new door so that any person can know where to apply for it, starting with that, which we count on the support of.... the IOM, through, let’s say, material that was disseminated, there have been, let’s say, strategies that generated the delivery of materials, booklets, brochures that I remember, well, let’s say it is a very big rout.” (UARIV Caquetá- Territorial)</p> <p>“...then we also did a communication piece that allowed all those complex things we did with the Unit, with the different instances, to be translated into a community language and people started to talk about decision making with support in another way, so we did communication things, and I think that was another super key issue that had transcendence from the beginning to the end of the component.” (IOM- Territorial)</p> <p>“We worked with the 10 territorial directorates targeted by USAID, in general, on local communication strategies; that is, what the DT was interested in moving in its territory. And there came out many things, let’s say, or two big issues. Of course, the whole issue of supply, what is there for victims.... So, that was very valuable in terms of communication because we believe that we were able to generate ownership of the law by everyone.” (IOM- National)</p> <p>“Yes, we not only arrived, not here, we also made visible the... PDET communicative strategy, what is the brand that we want to position in the framework of strengthening the development program.” (ART- Territorial)</p> <p>“So that part of, let’s say, having conceptual and technical support, the contribution of experts to think about certain issues because we are in the framework of transitional justice and they are new issues, they are issues that Colombia has addressed in an original way, but also on the way, so I think that contributed a lot that we had a respite and that, IOM, had given a hand so that there were some external teams that are not in the day-to-day dynamics of a delegate who has as much work as the victims, making and thinking about the concepts on which we were going to move later.” (National Ombudsman’s Office)</p> |
| <p><b>F.I.25</b> VISP supported the strengthening of the RUSISCT (MOI) as well as processes of strategic planning and M&amp;E at the territorial level. This helped to consolidate the monitoring and follow-</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“The second component has to do with the information systems, that is, the policy is reported in an information system called RUSICST. This information system collects all the operation of the policy, collects how the progress in the implementation and the policy has been changing, it is dynamic, it is cyclical, and the information system has also had to adjust to those cycles and to those needs and to those requirements of the implementation of the policy, and the IOM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>up of the implementation of the VL at the territorial level, serving as an input for local planning processes and for the provision of differential support to local governments depending on their specific capacities in terms of victim's attention and reparation measures. However, the redundancy of some information systems requiring similar follow-up reports by local governments generated extra workloads and reductions in the quality of the report process.</p> | <p>has supported the adjustment of that information system, either because new decrees have been issued, or because territorial activities must be reported, because those reports must focus on A, B, or C, depending on the public policy cycle; and so, we have supported these settings." (Implementing partner, National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"The Victims' Law has this whole issue of co-responsibility, that is, there is one responsibility of yours, another of mine, ..., if you do not record what you are doing, I do not know what you did and therefore, actions can be duplicated, so that is why it was so important to be able to establish these monitoring and follow-up instruments for the municipalities." (Implementing partner, Medellín territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"Unfortunately in recent years or months there have been some duplications in the issues of monitoring and follow-up information systems, which affect the territorial entities themselves... It is that there was a separation, so to speak, RUSICST was always with Ministry of Interior and Victims Unit At the time there was a strategy that was separate from RUSICST, which was called the PAT board, and another strategy called SIIGO also survived... And now, I think that, in this year and second half of 2021, there was a separation, they were working in a harmonious way and there was a very sharp separation between Siigo or Tablero Pad, which has already been unified, and RUSICST, so I think that it generates a not so good message to the territorial entities, as if there were a certain type of division, at the government level, which is not ideal and which overloads the work of the person downstairs at the desk, or the one in the field, so to speak." (Territorial Institution, Nariño)</p> |
| <p><b>F.1.26</b> VISP supported improvements in the monitoring and follow-up processes of control institutions, including the design and measurement of M&amp;E indicators and by training public servants in the implementation of M&amp;E procedures. The program also supported the development of accountability institutional instances (e.g., those of the Mol).</p>                                                                                                         | <p>"Thanks to VISP, we were able to start the task, at the time it was very premature to identify the sources of financing and what was executed on victims... so I think that the initial support, at the time, was what we achieved through training and technical understanding, that there are other dependencies that execute resources. So, if I'm not wrong, that was an increase of almost 600 percent in our resource report and needs mitigation identification." (Territorial Institution, Nariño)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"IOM applied us as a monitoring and follow-up procedure in terms of results, which also seemed very appropriate to me because internally the institutions do not do much, because the planning offices are not good for that nor are the internal control offices (...) Then, since there was no monitoring and follow-up tool, the IOM provided the technical committees with a strategy or a tool that allowed us to monitor and follow up on the management achieved or the results achieved through the process. IOM cooperation support. But that was a tool that they helped us and that we worked on collectively, we internally, first in the Ombudsman's Office and then we presented it to the IOM and then we reached some general conclusion." (National Institutions, Ombudsman)</p>                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"We support the Monitoring Commission, we work a lot with the Ombudsman, with the Attorney General, at the time, for the whole issue of monitoring, to strengthen those capacities, because sometimes the entities throw out a new task, then, 'You know you have to follow up on this.' So, in terms of generating capacities within, a lot, we worked on it... Above all, like at the beginning. In recent years, not so much. But it was a bit like supporting them to establish that Commission, have the tools..." (Implementing partner, National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"The last project as a Monitoring and Follow-up Commission, we gave them a proposal for a battery of indicators, 272 indicators to measure every year and the reports would stop being a little less subjective." (Implementing partner, National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**TABLE 32. QUALITATIVE RESULTS FROM QUESTION I**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RELEVANT QUOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>“In fact, the reports on victims’ issues were always financed by the IOM, they were always very interested in the subject. And that forced us to make sure that victims’ issues were always relevant in any report made by the Ministry. That also forced us to that the entities with which we made agreements, governorates, mayors, other entities of the national order, when they when they presented advances, we had to be aware that they named this, that was done. I think it was very important and especially when they supported us to set up the whole issue of accountability.” (Implementing Partner-National)</p> <p>“I think we had a tremendous influence on being able to show results. Like... I don’t know... that the Unit has the single registry of victims and can download the information and tell the country ‘Well, we have 9 million victims, 8 due to forced displacement, both for homicide, we have been able to make progress in reparation.’ I think we gave him all the tools in terms of reporting, monitoring, and follow-up, so as to be able to say ‘Look, today we have so many victims.’ Last week was the accountability event of the Search Unit. The universe of missing persons that the unit presents last week is thanks to a project that we had with them.” (Implementing Partner-National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>F.I.27</b> VISP’s internal M&E strategy, appropriated by the various actors involved in the execution of the program, allowed to effectively measure advances and bottlenecks in the program’s implementation and to take correcting actions opportunely.                                                                                                                                                                                                                                                          | <p>“We did have a very clear (monitoring and follow-up) system. I think that, in addition, it was very participatory. In other words, it was never like the monitoring area over there looking to see what was invented and what it said and what it reported. Everyone it had some functions in terms of monitoring and what I have always said, that monitoring, follow-up and monitoring is like a culture... So, I think that this has been fundamental in the life of the program and I think that that is part... also as the results that we were able to make the adjustments that we had to make at the time.” (Implementing Partner-National)</p> <p>“So, I think we have the monitoring issue very well developed and I think it fulfilled its function in terms of being able to give us important information, with which we were able to improve the intervention, phase after phase. Already at the program level, because we could not report everything we had, we concentrated it on a specific indicator called the Institutional Capacity Index and, from there, we could report the most compact results, more robust than what we did in the territory.” (Implementing partner - National. Agreement with Ministry of the Interior)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>F.I.28</b> The Covid-19 pandemic affected VISP’s operation, limiting the execution of face-to-face activities in the territory. However, the program gave an agile response to adapt its activities to virtual spaces, providing actors with ICT equipment (in the case of the Victims’ Roundtables), taking advantage of equipment that had already been installed (in the case of points of care) and adapting spaces and services to comply with biosecurity measures (in the case of physical rehabilitation). | <p>“Well, since the project has set some goals according to time, some work plans, believe me that the pandemic... because of the simple fact of not being able to leave that generated a little delay in the execution of some things, it was planned for example during that year to visit or execute, implement x or y journey, action, work, and during that time nothing could be done, it was only virtual work, how to coordinate with processes.” (IOM - Caquetá Territorial Office)</p> <p>“...we did not allow the issue of virtuality to affect the workshops. So we invented the virtual wellness days and we invented activities (...) So let’s say that each group invented the agenda in pandemic to be able to motivate the team to join virtually and to carry out a series of activities that would allow us to maintain permanent communication (...) In terms of articulation with other programs or other IOM support, I did not feel it affected either (...) How do we do it with all these tools? It was a whole process to learn how to use them, but finally I think they were tools that helped us a lot to maintain this inter-institutional contact and with the IOM, so let’s say that the whole process flowed in this virtuous way.” (UARIV- Territorial Cauca)</p> <p>“One proposal that was going to be carried out was precisely in coordination with ART, with the Search Unit, with the Special Jurisdiction for Peace, to train the participation tables in the public policy on victims, in the policy instruments such as the Development Plan, the Territorial Action Plan, which we had planned to do in person, with all of them, we had to do it virtually, but it was done. And it was done and IOM then had support personnel to go to each of the municipalities and deliver biosecurity elements, and they connected and held virtual conferences with the teams.” (UARIV- Territorial Antioquia)</p> |

We now present the data visualizations carried out for this question

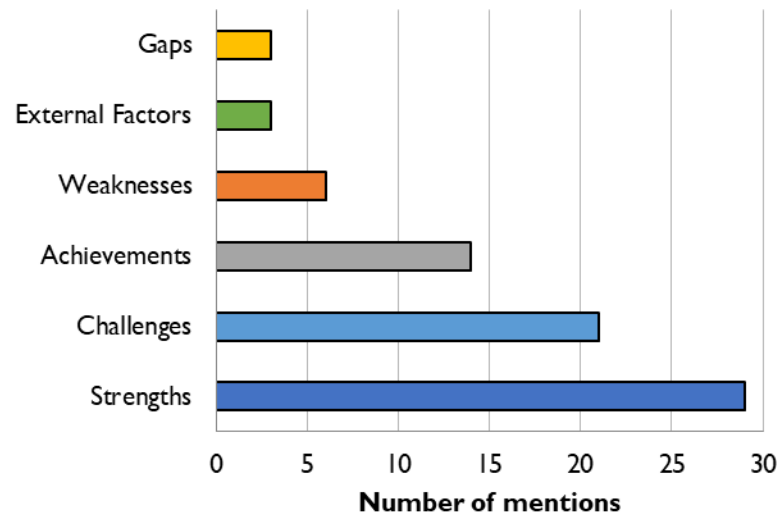


Exhibit 130. Support for registration actions.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

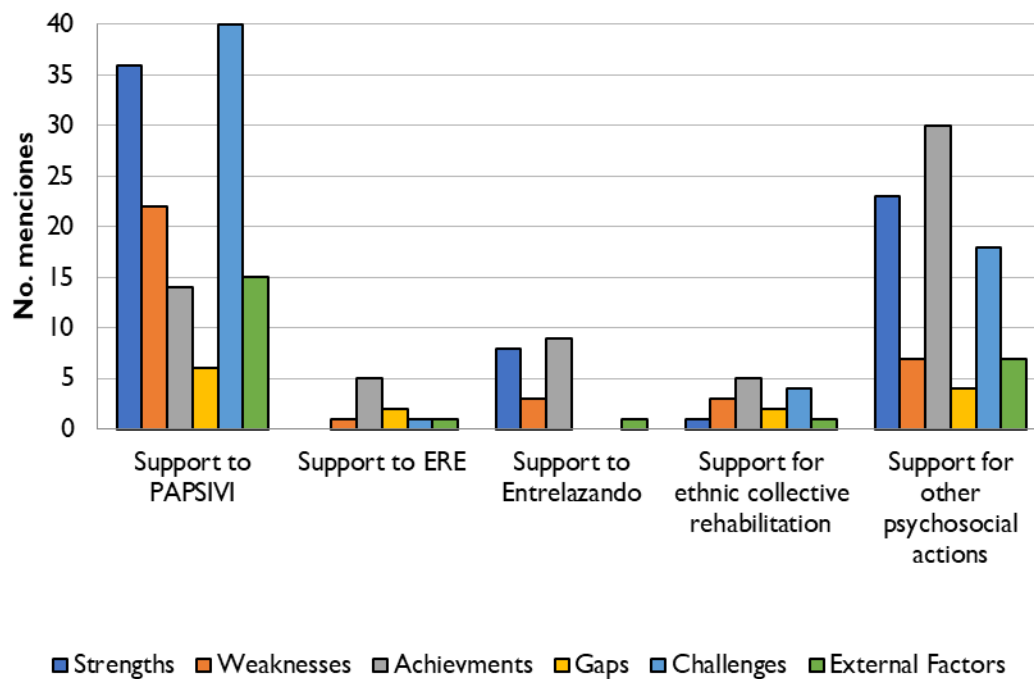


Exhibit 131. Mentions related to psychosocial rehabilitation vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

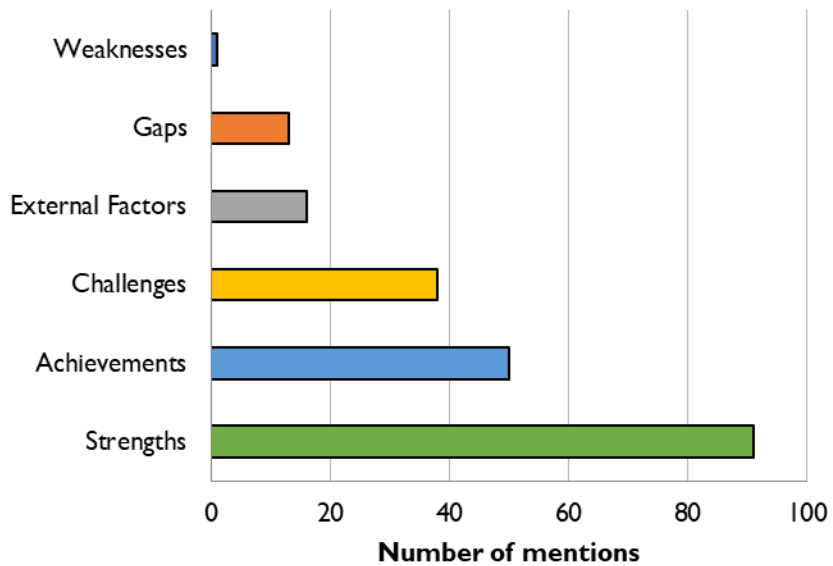


Exhibit I32. Support to physical rehabilitation services.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

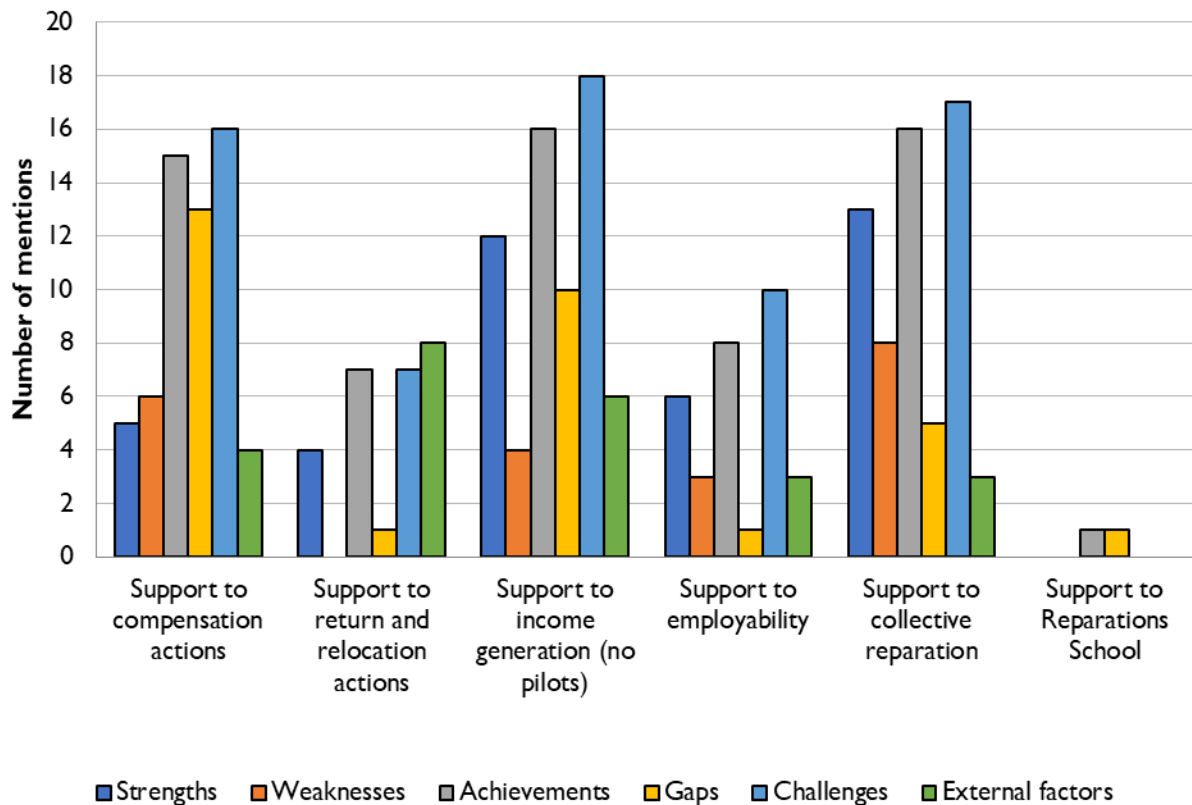


Exhibit I33. Mentions of “Other repairment measures” vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

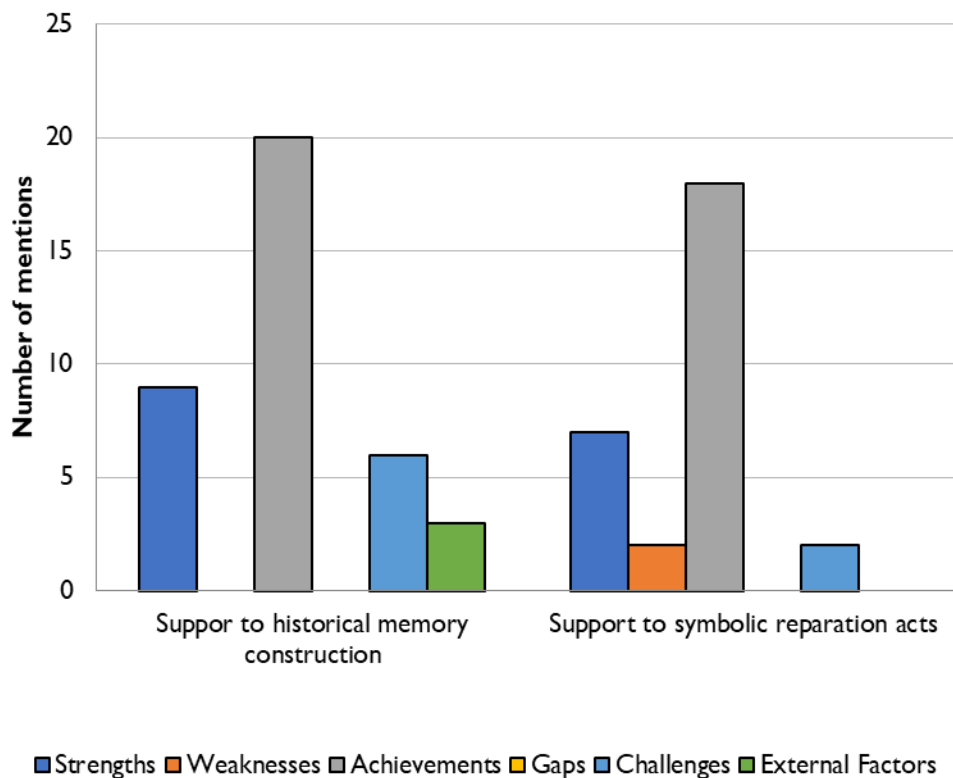


Exhibit 134. Mentions of Satisfaction measures vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM.

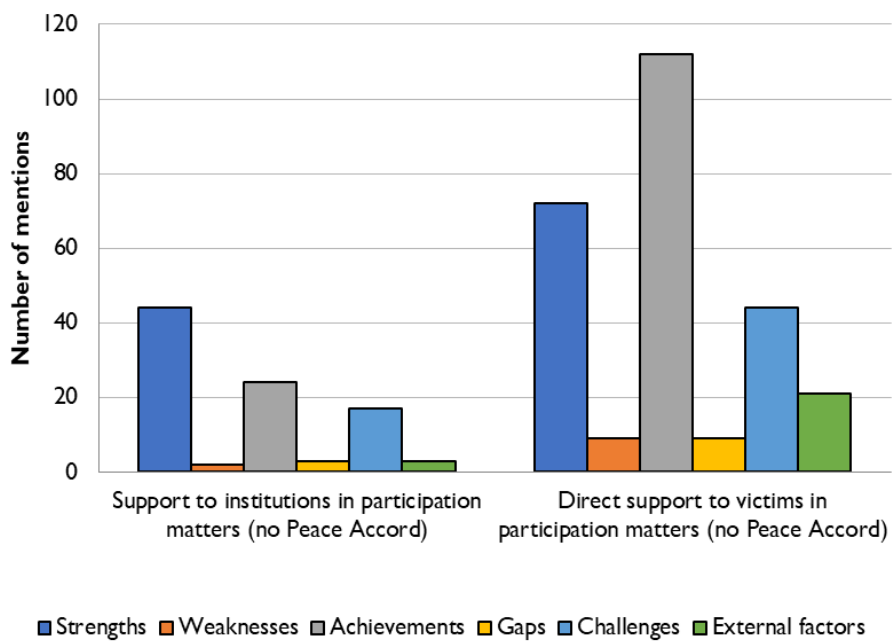


Exhibit 135. Mentions about participation in the VL framework vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

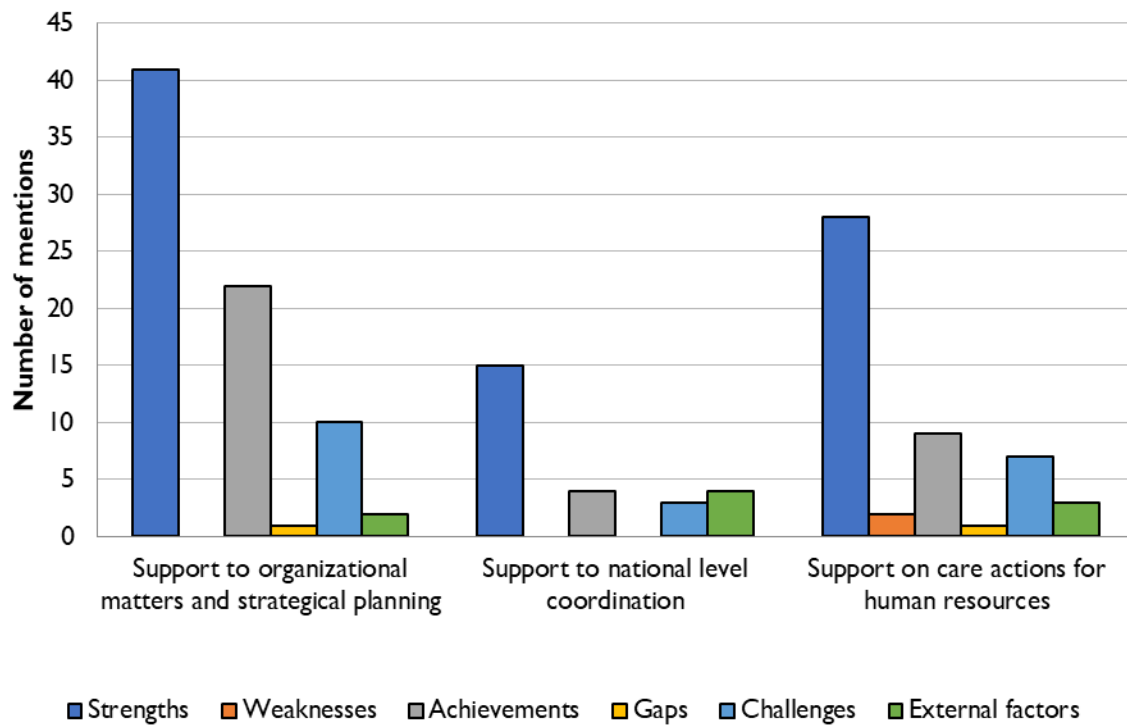


Exhibit 136. Mentions about support on operative matters vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

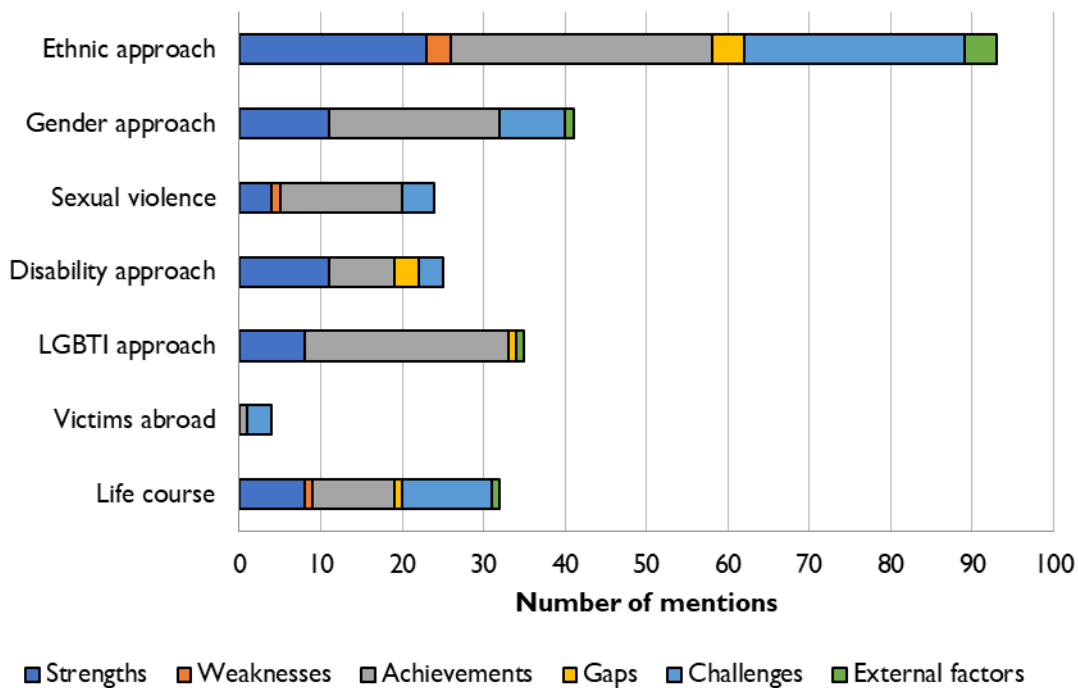


Exhibit 137. Support actions for the incorporation of differential approaches.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



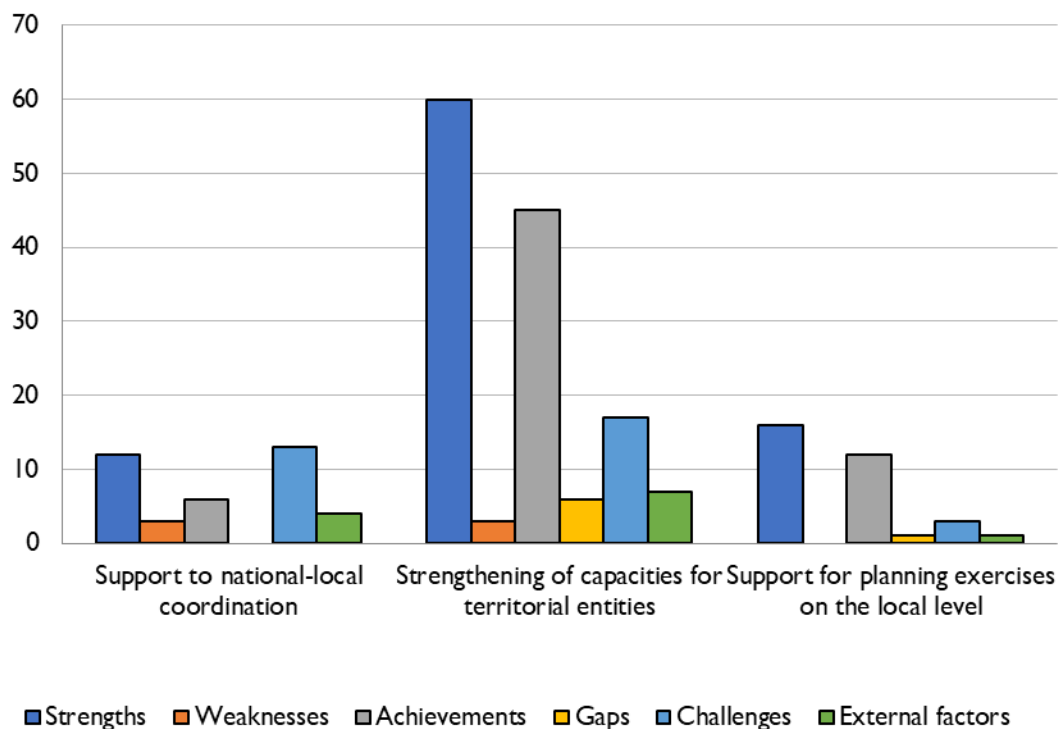


Exhibit 138. Mentions on VL decentralization vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

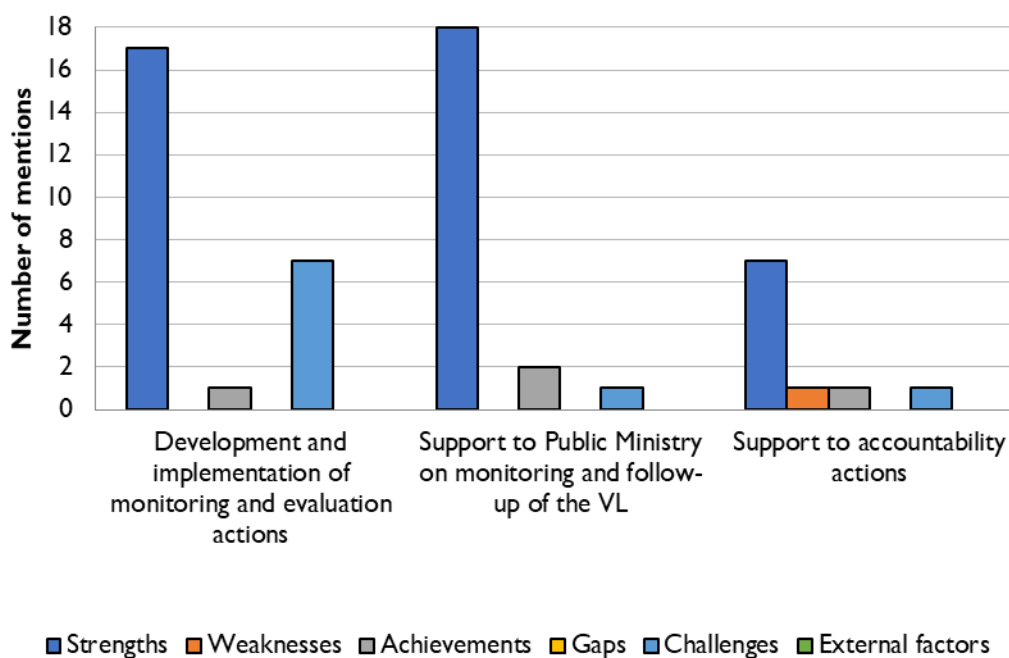


Exhibit 139. Mentions on monitoring and evaluation actions vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

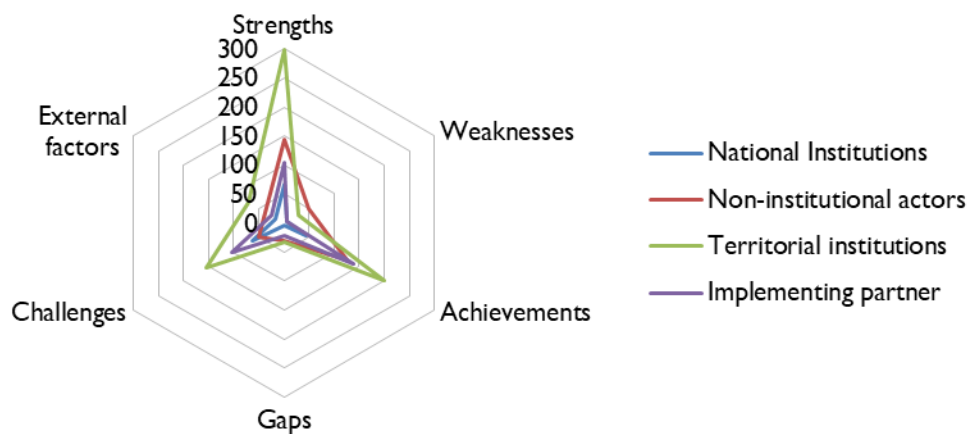


Exhibit 140. Mentions of transversal categories in Q1 vs. Actors type.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

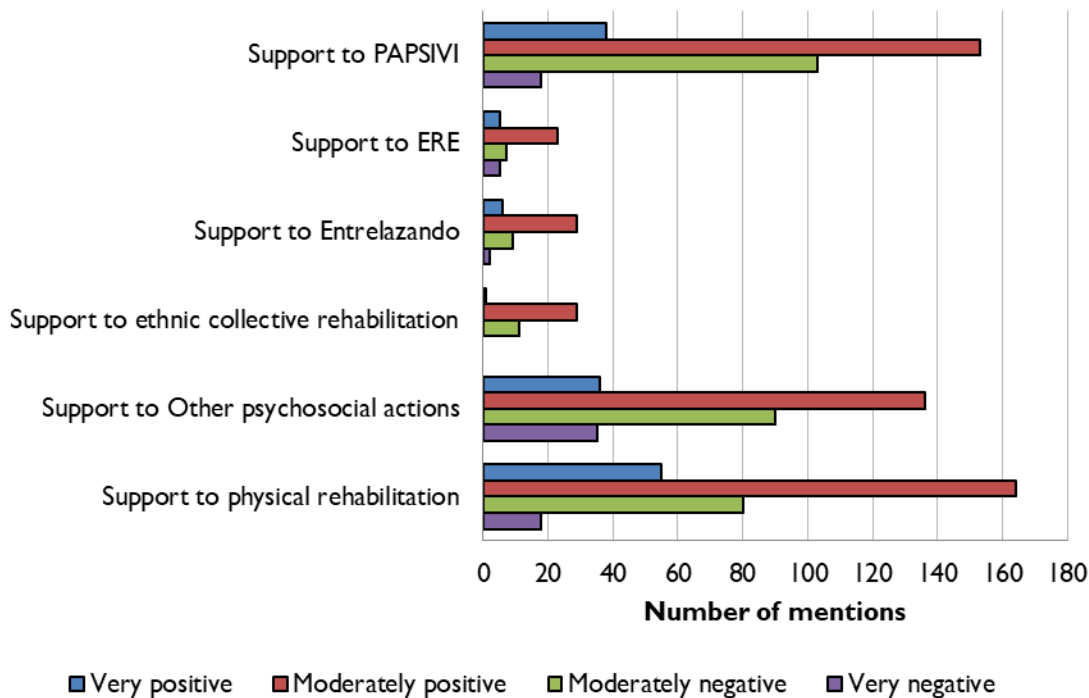


Exhibit 141. Sentiment analysis on VISP's support to psychosocial rehabilitation.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## 9. ADDITIONAL QUALITATIVE RESULTS – QUESTION 2

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>F.2.1.1</b> From the technical point of view at the local level, in the targeted municipalities, VISP contributed to capacity building in local governments and in the territorial teams of national entities (such as the VU) through training, retraining and updates supported by innovative teaching materials and support in the implementation of actions. This installed capacity contributes, but does not guarantee the continuity of the actions supported by the program.            | <p>“...I believe that the Ombudsman’s Office, through the support of the IOM, has managed to qualify the teams in the field.... So I think that something that the IOM has done and has supported in an agile, timely and above all pertinent way, is to carry out this work of qualification and strengthening of the team.” (National Ombudsman’s Office)</p>                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“We have articulated the results of VISP to a strategy called irreversibility, which is the government’s closing strategy, or the strategy established by the Director General, to close and give sustainability to the processes.” (UARIV-National)</p>                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“New people always arrive, but the one who has remained as in time has been me, then I am like the replicator, because someone new arrives it is up to me to start explaining the model, the equipment and to accompany that person who is going to be with me, that has also been an advantage of having a person regardless of whether it was me, or it would have been my other colleague who has also been in this whole process with me that this can continue to be maintained..” (Hospital- Chocó Territorial)</p>                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“The first consultancies were the driving force for the Commission to say that it is important to maintain it and that is why now the team of seven people is contracted by the Commission.” (CEV-National)</p>                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>F.2.1.2</b> From the technical point of view, at the national level, VISP left installed capacity in institutions that were created within the framework of the LV, as well as in existing institutions to which the law assigned new competencies. This was achieved through conceptual and procedural developments, as well as a close, permanent and flexible accompaniment that allowed the adaptation of missionary processes and sustained progress in the operationalization of the law. | <p>“...it is a support given to the territorial entities, because unfortunately the lack of economic and human resources in some municipalities makes it impossible to guarantee an offer of attention, orientation and advice to the victims within the territory of the department. So it is of great importance these links, this hiring of professionals because I do see that there is a person, a professional who is ready on a daily basis to listen to them and guarantee access to their rights..” (Defensoria-Territorial Nariño).</p>                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“That is, if we look at the proposal and our web (sic) plan and our results, in the sub-result 1 of support to strengthening issues, we had 4 sub-results at the beginning (...) Then, the first one was the whole issue of information systems. The second was the whole theme of Nation-Territory, to call it somehow. The third one was all about participation and the fourth one was about communication.” (IOM- National) (IB)</p>                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“All the time. If you see... I think... I don’t know, but, well, many of the resources of this program were used in the training process; and something we learned, in addition, in the training, is that you have to leave them the tools so that they can continue. The turnover in the entities is enormous. The turnover of personnel is impressive. So, you can train 25 today, but tomorrow, of those 25, two are left. And I think we have achieved a very interesting adaptation and, in the last few years, we have developed a lot of virtual courses and virtual training tools.” (IOM - National) (AP)</p> |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>F.2.2.1</b> In terms of fiscal sustainability at the national level, although the new Victims' CONPES allocates budgetary resources, these are insufficient to meet the demands for comprehensive reparation of victims (current and new). Budgetary limitations are particularly relevant to advance in aspects such as compensation, collective reparation, humanitarian attention and psychosocial rehabilitation.                                                                                                 | <p>"And the second issue that has a great impact on the law on victims is that the most expensive measure of the law, which is the administrative compensation, which today there are more than 1 million people, almost reaching 1,200,000 compensated victims, I do not remember the figure, but yes, that is a couple of billion pesos that this has cost, you should know better. That measure is not a measure that the law established for the victims of displacement, but that measure was established for the victims of victimizing processes, but, if I am not wrong, in 2015, the constitutional court, through a ruling, established that the victims' law should... That the administrative compensation measure, the economic compensation, should be extended to the displaced who are almost 80 percent of the victims. So, this obviously made the law unbalanced because, from my point of view, if one looks at the CONPES and the economic projection, the government has been judiciously making the necessary fiscal appropriations to be able to implement the law." (IOM- National Sustainability).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>F.2.2.2</b> In terms of fiscal sustainability of actions for comprehensive attention and reparation to victims at the territorial level, the needs are even greater, especially in the case of municipalities in categories 4, 5 and 6, and above all, to carry out reparation actions (and not only humanitarian attention). The above is complicated by the low budgetary autonomy of local governments, added to their limited capacity for execution, project structuring and management of additional resources. | <p>"...the unit sometimes does not have resources because one understands that it is a law that demands to attend to all that the victims demand, it requires a lot, many resources." (UARIV- Territorial)</p> <p>"That IOM gave the money for the room... Yes, it gave the money for the room, it gave the money to pay some professionals for three or six months, I don't know, the fact is that IOM has completed its six-month cycle and today we are waiting for the continuity of the service of the professionals because they left and because today the municipality does not have the conditions to pay those officials." (Mayor's Office - Territorial)</p> <p>"Yes, he gave the money for the room, he gave the money to pay some professionals that (...) for three or six months, I do not know, the fact is that the IOM has completed its six-month cycle and today we are waiting for continuity to be given to the service of the professionals because they left and because today the municipality does not have the conditions to pay those employees, since initially the IOM paid them and supported them during the time they were here." (Mayor's Office - Chocó Territorial)</p> <p>"...I am honest with you, I have almost not been able to go to Cartagena del Chairá, many times there are resource limitations and one understands that (...) the unit sometimes does not have resources because one understands that it is a law that demands to attend all that the victims demand, a lot, many resources are required (...) Then, sometimes one has the commitment to go, for example, without per diem, without anything to go to meet a table." (UARIV- Territorial Caquetá)</p> <p>"It is very nice, it is very clear, understandable, but we cannot recognize that the law was born without funding. And if the law is not financed, it will be very difficult to satisfy the needs of the victims (...) That is why it says that for the conflict in Colombia, for the victims in Colombia to be repaired, it will take 50 years." (UARIV- Territorial Chocó).</p> |
| In terms of sustainability of actions to strengthen psychosocial rehabilitation, there are heterogeneous levels of appropriation of capacities at the local                                                                                                                                                                                                                                                                                                                                                              | <p>"What happens is that if we leave it only in the hands of the departmental entity, I consider that they always have to be pushed, supported, guided, given ideas, although they know they have a responsibility towards the victims, well I think that they lack a lot, a lot, (...) every year the change of secretaries that have to do or are related to the issue of victims... is to start from scratch..." (Florencia Territorial Personería)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| level, high staff turnover, limitations in access to RUV information for the application of the differential approach, low coordination of psychosocial strategies with the offer in physical and mental health of the SGSSS and detriment in the quality of care due to outsourcing processes. | <p>INTERVIEWER: “Do you from the IPS have access to the RUV?”</p> <p>INTERVIEWEE: “We had. At one time we had created some users for billers. But look, right now we no longer have the issue.”</p> <p>INTERVIEWER: “And do you know what it is due to?”</p> <p>INTERVIEWEE: “Well, the truth is that it is an issue that we have dealt with personally and the truth is that I don’t know if progress has been made, but I don’t really know what it was due to (...) And I have had very little interaction with the person from municipal victims. I don’t know if there is now, but we haven’t had a relationship with the person (...) so far I haven’t been invited to any of the meetings that the Municipal Mayor’s Office has held in relation to the issue of disability.” (ESE Salud Popayán)</p> <p>“So I consider that from the perspective of what I have heard from the communities, this already has a negative impact, not because of the implementation as such, but because of not supporting the children - the care professionals - over time.” (Territorial Uariv Medellín)</p> <p>“...and then the MOH outsourced it, that was terrible (...) they sent some territorial teams and measured them by numbers, so it was not the psychosocial impact that it had in the region, but the number of services that were provided. After it was seen that this did not work and that we did the entire advocacy process to transform that and they handed it over to the departmental health institutes. And the cure was worse than the disease because it fell into the hands of politicians (...) I think that the biggest challenge is to gain that credibility again, in hiring suitable professionals in the profile that you want to hire (...) and the challenge of separating the political part of a program like this, I think it is essential because that will give the professional autonomy to develop their actions in an ethical manner.” (Municipal Table of Victims Pasto)</p> <p>“In other words, we have some facts that mark a little more the need for these measures in a more comprehensive way, both health care and psychosocial care, and this is the case of victims of anti-personnel mines and women victims of the conflict, let’s say that also Men and the population with diverse sexual identities would enter, but especially women as a starting point for crimes against freedom and sexual integrity where it is necessary that these two components of the PAPSIVI present themselves in an integrated manner from the victim population that has experienced these victimizing acts.” (MOH)</p> <p>“... because number began to prevail over quality, dignity (...) one listened to the professional who killed himself studying, the one with that gift for people began to question many things and transform his life project because it says no, I’m not going to do that, because then for them to pay me I have to have as many people, if I don’t have as many people then I’m not going to develop the strategy... I’m going to leave those people lying around, so you should also ask yourself if you were the lifesaver that came to that person to be able to name the unmentionable, you are also going to abandon her, that is a re-victimization due to a contractual issue, a goal issue, as (<i>detail removed</i>) said, I started workshops with 30 people in the first meeting, and ended with 7 people.” (UARIV, Medellín)</p> |
| The sustainability of the actions to strengthen the physical-functional rehabilitation services is related to the management capacities of the local and national government so that they are timely hired by the EPS, the training processes are expanded, the information for the             | <p>“Because we always reach a point, we deliver, we equip, we adapt the places, we train, we do technical transfer on the management of those low-complexity rehabilitation spaces and outside of that we also put, for a while, some professionals, so the idea is that this be maintained with all the commitment of the hospital and with the health secretariats of the municipalities so that it continues, because it ends up being a service that hospitals sell.” (IOM Regional Medellín)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| application of the differential approach and the dissemination of this offer in the territory is strengthened.                                                                                                                                                                                                                                       | <p>“...that they do not stop carrying out these projects with the municipalities. Look, the...well-being, and I even get goosebumps because the well-being it brings to the community is immense, that is, being able to remove the barrier that there is in being able to access a health service when you see people hours on horseback, people hours on foot, and not being able to access a health service, that is, that is very complex (...) So we have to start moving more extramural, that has been another advantage of the provision of services, because many of the elements that we have there we can use in health brigades. (...) Many IPS of the department are about to be intervened because, financially, they cannot sustain themselves, so being able to have that accompaniment as such, such as saying ‘come on, I will teach you how to sell services, come on, we will hold meetings with the Departmental and with the Mayor’s Office so that it allows collective relations, contract activities from you and can leverage this.’” (La Montañita Health Center).</p> <p>“And the issue of qualification, I think one of the challenges is how to articulate with the MOH: because the ESE has to pass the information to the MOH, the MOH has to pass it on to the departmental institute, the departmental institute returns it again, they return it to the ESE, then the ESE makes the arrangements. So how is the empowerment route simplified? Yes, that is an issue that is a challenge that we have in the health component, because I am not telling you that it is difficult but it takes time, go ahead, go back and go, go back and go.” (Nariño Territorial IOM)</p> <p>“... that is also a service that the system can pay for, so clearly to the administrative staff to make them understand, all the administrative actions that this caused them, they felt very confident knowing that the MOH was the one who was providing them with the assistance and the advice and us in the technical part to materialize the training, the provision, the formation and the accompaniment.” (IOM Territorial Popayán).</p> <p>“There is still a big gap in access due to a lack of information (...) there are people who do not know that this service still exists. In addition, we inaugurated it during a pandemic. The day before yesterday, when I was speaking with the coordinator of the departmental table for victims, I said ‘come on, (<i>detail removed</i>), you have to go and see what is there.’ ‘It’s that they won’t let us go to the hospital.’ I, ‘let’s go and go to the hospital to see it’ and it was, rather, what a thing, ‘I’m going to bring it to the table because that has to be seen.’ I also told the Victims Unit ‘doctor, we are no longer in a pandemic, we are going to get to know the service.’ So I think we have the challenge of making this service better known.” (IOM Montería ).</p> |
| <b>F.2.3.</b> The implementation of VISP faced challenges related to the political will to advance in the provision of victims’ comprehensive assistance and reparation, especially by local administrations. This situation constitutes a challenge to guarantee the sustainability of the results of the institutional response supported by VISP. | <p>“Yes, I think that both in terms of the Victims’ Law and in terms of the Peace Agreements, (...) the will of both the national and local governments has been quite absent. Because we know that there are many things in the Peace Accords that could have been achieved, if we had really had an incidence, a will and a commitment, from the national and local level, many things could have been achieved. But I believe that the government has lacked and has not been decisively involved in the implementation of what was said in the Havana Agreements.” (Mayor’s Office)</p> <p>“... I would say that it is not the budget, that it is people who have no sensitivity, people who are very arrogant, who cannot see beyond their noses, who do not feel sorry, let alone for those who are in need or for a population that suffers, let’s not call it that, because just knowing that I am a person and the other is a person should motivate us and even more if I have the capacity, because governments always say that they never have the resources, that is not true, the resources are always there. They always have to have the resources because that is what the General Participation System is for, but it is simply will, when there is no will, you do not get up, if there is no will, you are not motivated to do anything. And it is everything, because sometimes there are people who do not have the will and they manage to do many things.” (National Victims’ Table - Non Institutional Actors)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|          | <p>“So, I am going to give some examples very much related to political will and it depends on who arrives, on who is there and on the policy they define and their particular position regarding the agreement, they give more or less value to the points implicit in the agreement. So let us say that we have had a year in which the government in office has given an interpretation, but a new government may come in and perhaps assume a totally different interpretation and perhaps a course that has been set will necessarily have to take a turn. I am not saying whether it will be good or bad, yes, but necessarily these types of actions where each one adds a touch, may affect and put at risk some elements of the agreement in terms of what can be achieved”. (Ministry of Health- National Institutionalism)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|          | <p>“Look, this (<i>detail removed</i>) is just like the (<i>detail removed</i>). That is, closed. They want nothing, absolutely nothing to do with the victims. And that, that this project that we are finishing with the IOM, that we have been training for a year, from caregiver to caregiver and let’s say leadership, and that has not been done only with us. (<i>Detail removed</i>). But let’s say, there is a deaf ear to this whole process, that is, this (<i>detail removed</i>) does not want anything, absolutely nothing. Look, (<i>detail removed</i>) has not given us an appointment, we have asked for it on the one hand, we have asked for it on the other hand, we have done nothing, deaf ears. (<i>Detail removed</i>). In other words, there is evidence of a number of shortcomings.</p> <p>So in this administration, even though they have been strengthened, even though they have been called, even though this has been very complex, I mean, the contact just wants to let go, I mean, it is my turn, but I don’t feel like doing it. No, I mean, I don’t want to do it. Then they start to put obstacles in your way, as if to say we have an activity today, something very specific. We had a working table for the second week of January (<i>detail removed</i>), and the contact person had to be summoned. And this is the time that she did not make the appointment. We have already summoned her for this week and I believe that there is a committee on Monday. There is an extraordinary plenary. And to see what happens? I mean, because the incentives from last year have not been paid. In other words, there is something crazy going on. They even paid the incentives for the participation of the table of 20 and half of 20 or 21, but we are doing the accounts and they do not give the items. So, that is, they do not provide the items, that is, the resource is there, they had to pay more and they paid much more. So that, that is an awful thing.” (Popayán -Victims’ Table Non-Institutional Actors)</p> |
|          | <p>“Yes, quite a lot because within the major tasks that one sets within the program and the fulfillment of those objectives, it interferes a lot because within the communities expectations are generated and that is something that one must handle with great caution, with great care because suddenly one puts or believes in that political will and that in one way or another suddenly in the road or in time that is not fulfilled, So, in view of this, one must handle very clear information on what is being put, what is being given, what is being projected, who is putting what, because generating an expectation is too cautious and I would think that one has to be very intelligent for the development of the projects. The program has always handled very clear information, we cannot try to depend on this government putting such and such a thing and we comply with this, no, our work is this, this is the coverage and if the government or the will of the government has then we expand a little the coverage and we comply with more people or with more population; but initially the program has tried to be very exclusive, very clear and very limited, in the sense of not generating false expectations to the communities”. (Florencia -IOM Implementing Partner)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|          | <p>“... It is unbelievable that in the territory, mayors or even a governor, the human rights issue is still not on their minds. They are not their priorities when they are candidates. Let’s take a look. Let’s make a sweep since we are in elections. How many of them talked about defending human rights, at least in their speech: “I defend rights. I defend the animals, I defend human rights”. I mean, if one makes a scan, imagine a territory. I mean, for the mayor it is more important, perhaps in his speech and in his development plan, the road, the schools. But they don’t talk about the human rights discourse and they don’t leave it there” (National -MinInterior)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p><b>F.2.4</b> The instability of the working conditions of government personnel and the high turnover of personnel (partly for political reasons), especially in local governments, has been an obstacle to advancing in the provision of victims' comprehensive assistance and reparation. This situation constitutes a challenge to guarantee the sustainability of the results of the institutional response supported by VISP.</p> | <p>"(...) with SNARIV it is clear, there the weakness in sustainability is the change of officials if the thing is radical, for example, a change of mayor or Ombudsman who changes his entire team and does not know, that is inevitable because it belongs to an environment that cannot be controlled, that we would like it not to run but it cannot be controlled." (Popayán -IOM Regional Implementing Partner)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"Yes, one thing that I think no one has been able to solve in all the institutional life of this country, and that is the changes of officials due to political guidelines, for whatever reason, the participation tables face, and the participation mechanisms face, sometimes radical changes and people who are not so oriented to understand that they must be integrated into a dynamic that is coming, and sometimes these exercises delay, impede and damage" (Popayán-IOM Regional Implementing Partner).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"(...) as we do not have State policies but rather policies of governors, then a governor or a mayor wants to give priority to a certain issue, the other changes the subject and does not give continuity to what they had brought, and so the advances that had been implemented go to waste, and this happens in better families." (Medellín-UIARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"(...) they no longer took a professional who was good, but anyone who went because he was sent by so-and-so (...), so that professional had to give a share to the person who sent him." (Montería- PAPSIVI Promoter)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"One difficulty that arises is due to this changeover, as we would say ... The rotation of officials because today you would go and talk to a secretary, today's secretary is a secretary who came in after the pandemic, that is, one with whom I worked, (detail removed), came in and then he was no longer there, the pandemic passed and this one came in during the pandemic, (detail removed), I have met him two or three times. Everything has been by telephone, by videoconference... So it is difficult for you to have a common thread that gives you the theme of rotation, but they are the realities of the territory, so you can't make that a problem because then how do you move forward." (Montería-IOM Regional Implementing Partner)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"In general terms, I believe that there are some challenges for territorial entities to really have the capacity to implement the policy. One of them is the loss of capacity when there are changes of government. When there is a change of government, much of the capacity that is left installed in the territorial entities remains within the officials, although sometimes we try to go further, to institutionalize the policy, more than training officials, many of the capacities remain in the officials and when there is a change of government and there is a change of officials, I believe that much of the work that is done is lost. This is a structural problem, it is a problem that does not even depend on the national level of politics." (National-IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"I believe that there is an important component that is always missing and that is that in the territorial entities the work team, the employees are not permanent. Until recently, until now, new employees have been joining the governor's office who have been appointed because they took part in competitions and in some municipalities as well, but every 4 years when the mayor or governor changed, those people who had been trained left, so there was a drain of professionals or brains, of professionals who had already been trained, and then every 4 years, and that, not even every 4 years because as it is politics, then I give you a contract for 6 months, but I hire you as a victims' liaison and after 6 months you leave and another one arrives, so you have to be trained again. After a year another one leaves, one who lasts a month, another one who lasted two months, so someone else always goes to the training sessions. It is very complicated to sustain a process, and to say that the installed capacity is going to remain in time without us being able to do it again. No, we always have to do the exercise again because of that, because we do not have permanent professionals in the field. It is a weakness, but it has been done, we have to keep on doing it, sometimes people say: 'oh no, this, the workshop again, like a damaged car, always in the workshop.' It is necessary to keep</p> |



**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                           | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                                                                                                                                                                                                                                                                                                                                                                    | <p>on doing it because we are not finished people and legislation also changes, contexts change, dynamics change, so what was applied in one way this year, the following year the same dynamics changed, so you cannot act in the same way. You have to be reinventing, reconstructing, deconstructing things.” (Quibdó- Ombudsman’s Office).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>F.2.5</b> The current regulatory framework for the provision of victims comprehensive assistant and reparation is sufficient to guarantee the sustainability of the results achieved by the institutional response supported by VISP. However, specific mechanisms and scenarios are needed so that these legal instruments and policies can be effectively implemented.</p> | <p>“I think there is a very big challenge there, despite the fact that SNARIV is called Integral System and despite the fact that now the integral justice system has that word integral, which is a very important word in human rights, which is the invisibility of victims’ rights, which is good, but I think that in the end that has not been achieved. So each system, each law, each institution comes with its own objectives, missions. There is an articulation on paper, but in real practice it does not happen” (National Ombudsman’s Office)</p> <p>“Sometimes you look at some measures and some measures are, give a vest to the human rights people of that organization. And the Ministry of the Interior? The Ministry does not have a budget for these things, but there are some measures that can be taken. In other words, if one, what happens to us, is that there is no installed capacity. We leave, we leave the thing, we do it, we leave and we come back and a year later there are no more footballs, there is nothing. This happens with all of us to the National Government because we believe that, having arrived once, we have already complied and this is reported as ‘we have complied’ and we are instructed that we cannot return to the same municipality. So, that is why you do not have these instructions, you do follow up and monitor how to maintain the processes in the territory. So, I think that, with the presence, institutional presence, economic presence and maintaining this relationship, it is difficult.” (National-MinInterior)</p> <p>“... the other challenge has to do with one of the last things we were saying, how to regulate, that is, how to influence this dialogue that IOM has, this high-level dialogue so that these mechanisms of co-responsibility and subsidiarity for participation are developed, this is another thing that the program could contribute to in the future if it were to continue.” (Medellín-UARIV)</p> <p>“And also, one believes that it is necessary to retake the course of participation in the PDET’s because one thing was the planning stage, the formulation stage, where there was a very broad participation, but then that participation decreased, not because the communities and organizations, including the victims, wanted it that way, but because the government was not willing to continue generating those spaces. So there is another challenge in that participation as well.”<br/> INTERVIEWER: “Great. Okay, but then those keys, let’s say the keys to the sustainability of that would be a little bit in the awareness that has been acquired in the actors that are involved.”<br/> INTERVIEWEE: “Yes, in the awareness or even in terms of law, there are municipalities that already have that regulated or regulated by Resolution, by Decree, that is, there is an administrative act that guarantees it and they are doing it, and that gives certain continuity regardless of the mayor that arrives, that gives certain sustainability to this issue of guarantees.” (Medellín-UARIV)</p> <p>“What is happening is that the Colombian state has many requirements in terms of human rights. In other words, we do not have the capacity, we are not able to meet the capacities and needs of the territory. We do not achieve them. No, I don’t know how to say it. Let’s say that we receive many requests from the management. Let’s talk only about human rights. Look, let’s say, we launched decree 6 - 60, which is the Integral Security and Protection Program for communities, which was what USAID helped us to finance. In my case, in my case. In Decree 6 - 60 there are many expectations from human rights defender organizations, but also from many public servants who see a different view of protection than the material measures of the National Protection Unit, and it is to sit down with the organizations to build measures.” (National-MinInterior)</p> |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|                                                                                                                                                                                                                                                                                                                                                         | <p>"I would not change a single comma, it is enough, in other words, what has always been said in the different scenarios, the steps are: let's comply with the decrees, that is, we don't need to complain, we don't need to write more, this little bit, let's make it a reality and then we will dedicate ourselves to it when it has been complied with and we have done it; but I think there is enough, the norm is clear, the different agreements, the different protocols, everything that has come out in the different resolutions that clarify this little bit in order to implement, that is enough, we need to implement and make it a reality, I wouldn't change anything." (Montería-IOM)</p> |
| <p><b>F.2.6</b> From a territorial perspective, the sustainability of the institutional response supported by VISP also depends on structural aspects, such as the weakness of the institutional presence and the existence of geographical and connectivity barriers for the population to access the related institutional offer and information.</p> | <p>"( ... ) this government has not played very hard to get those resources to those parts that are the deep Colombia as many say, which are those places where historically the institutionalism never appeared, or if it appeared, it appeared only with a soldier with a rifle, but health never arrived, education never arrived, roads never arrived, productive projects never arrived, attention to victims never arrived, so this is the backwardness in which Colombia was, in which we tried and began to work very hard, but where one sees that now again this is falling behind." (Dabeiba-Mayor's Office)</p>                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                         | <p>"...and leaving Popayán in places far away from.... the urban centers, Cauca is a very rural department, surely the distance between a village and the urban center where the municipal Ombudsman is, let's say the distance is a barrier, the travel costs, the risks that they run to go to testify can be an important barrier due to the geography of Cauca." (Mayor's Office Popayán-Territorial)</p>                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                         | <p>"We here in Dabeiba extend through.... rural area Jairo, there are always 117 villages. Well, how good it would be if we could talk about making more focused interventions in rural areas where there is a very good participation of the victims of the conflict. Because most of them and in rural areas are victims of the conflict, Jairo. So, it would be good if this could be made visible as well as it was achieved in the urban area, if it could also be reflected in the same way and with the same depth in the rural area, because it also has the same participation and... it links the victims of... the rural area." (Dabeiba- Territorial)</p>                                         |
|                                                                                                                                                                                                                                                                                                                                                         | <p>"(...) Well, mainly economic, but also geographical. There is a lot of dispersed rural population that finds it difficult to move and all people ... with disabilities even more so. And that some law and order conditions. But, well, they would be communities that are too far away and that in the last few years and in the last few months, well, it has... improved a lot." (Dabeiba-Territorial Institution)</p>                                                                                                                                                                                                                                                                                  |
| <p><b>F.2.7</b> The financing of certain activities and components of the VL depends on VISP's budgetary support, especially at the local level, which limits the sustainability of the</p>                                                                                                                                                             | <p>"...at this moment we are being revictimized again and people feel that desperation at this moment because it is practically the way the law arrives is terrifying, they arrive placing bombs which was what we used to hear before to the machines, burning them, treating us in any way, even outraging people, so at this moment we still feel the need for PAPSIVI to return because we have been revictimized and we are being revictimized." (Medellín-PAPSIVI promoter)</p>                                                                                                                                                                                                                         |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                              | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| actions achieved with the support of the Program.                                                                                                                                                                                                                     | <p>“So I think it is a challenge in my opinion, it is still a budgetary issue in many things and what else. I think it has to do perhaps with the same as you were saying, with what we have been trying to organize ourselves at home, because it also has to do a little bit with the role of cooperation and actions that really have an impact. If suddenly many resources are being allocated for some issues and I believe that this was even a priority of the president when they organized the budget of the unit, it is that people obviously want the whole process of symbolic reparation and psychosocial accompaniment, but in the end the result is that people want their reparation. So it is also to see how we organize ourselves from the cooperation, I say, because there are many actions in the territory, many doing many things. I think that APC could take a leading role here. Well, I don’t know, to concentrate cooperation efforts much better and more with the challenges that are bigger every day. I definitely believe that the issue of Venezuelans has generated an important pressure on the social system, without saying that obviously we are very proud that the country has done it, but let’s say that it can distribute those priorities very well, because in my opinion it will also be very important because surely even the resources may be there, but not talking to each other and again I say, to potentiate the efforts maybe they are not seen and seem very isolated”. (DPS-National Institution)</p> <p>“The reflection that the program always leaves us with is that they leave us an installed capacity, they leave us some technical tools, a toolbox that they call and that, with that, we are supposed to maintain and replicate, but we came to the conclusion that in terms of coverage and capacity, let’s say, we always come up short. So it is much more efficient when we have the support of international cooperation, of alliances with private companies, for example, because our goals are clear. Yes, the figures, the goals and our objective is clear, but we know that alone, it will never be enough. So that is where we always need to add up. For example, we were talking about the emotional recovery strategy and we said well, we have our psychologists here, we have the PAPSIVI team, but what the program has added, what the program has added with the support in these four municipalities, with the strategy, has been of great importance, because for example the psychosocial professional here could only work in Popayán and not in other municipalities. So we believe that it is always vital to join these efforts.” (Popayán-UARIV)</p> <p>“The idea, in order to continue with this, is groups like IOM, like other NGO’s can continue in these processes, because these processes do not end, there are new victims that are being displaced.” (Montería-DIRCRA)</p> |
| <b>F.2.8</b> VISP has played an important role in facilitating the dialogue and articulation between the transitional public offer and the needs of the victims. A vacuum in this role could reduce the fluidity of the relationship between the GoC and the victims. | <p>“I think it is necessary for the IOM not to... only, well, cooperation, let’s say, not... to act at the moment when the events occur, but it is very important in the moments prior to the formation of new governments, because it is at that moment when the, where they can, let’s say, influence the will of the governments to be reflected in budgets and programs to address these situations.” (Popayán-Mayor’s Office)</p> <p>“If the IOM can do this advocacy exercise, continue to do institutional advocacy so that they understand that the guarantee of rights must be comprehensive, the comprehensiveness of the processes. That a person is not threatened and is afraid to go to Medellín because there who is going to respond, they give them food for the first 2 days, but from there on what happens. When it is up to the Unit, they give help today, then 6 months later and one dies of hunger.” (Quibdó-Defensoría Department)</p> <p>“I believe that I wish we could continue to count on you in the territory, specifically with USAID, the issue of leaving installed capacity regarding access to justice continues to be a problem, it continues to be an issue that generates fear among the population, I am from here, I have lived here all my life, I love this town deeply, but one feels that fear is persistent, training us to generate conciliation in equity in a hostile territory where we are going to leave a person alone to see the conflict, the actors of the armed conflict, what are we doing?” (Tierra Alta-Mayor’s Office)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                | <p>“We need cooperation to accompany us in this process, because we cannot let go of the link, because to let go of it would be to weaken the process we have built hand in hand with the IOM during all this time, for example, and this would weaken the processes in some way. Besides, we have to take into account that our institutional capacity in the territory makes it almost difficult to do everything. And this does not mean..., it does not mean that we are or that I am saying that the IOM has to come to replace us or that the State has to suffer. It is that accompaniment that is extremely valuable, extremely important, because they help us, let's say not only to organize the work, but to think about how we are going to do it, they give us the ideas, they help us to form it, they help us to crystallize it, apart from that they also support us in other ways, with the dissemination, with the way it is going to be done, so that accompaniment is extremely important for us.” (Florencia_UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                | <p>“It is that these territories are still at war, unfortunately. It is not even in war, in violence, because there are not two actors, here there is only one. They continue to suffer violence. I believe that the processes proposed by these institutions should be at least in the medium term. Yes, until this is overcome, these communities cannot be left alone. It is true that they have to be taught, they have to be encouraged to defend themselves. But cooperation has not been shown worldwide that their permanence is important. See, the conflicts in Africa and there is IOM. Yes, there it is. And that mitigates the pain, helps to diminish the effects of the conflict. So its presence is important with all the processes they have been doing, because they have not been blind. In no way, it is good.” (Caldono-Territorial Institution)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                | <p>“ (...) but we must continue working on advocacy and political advocacy so that this can be on the agenda and it comes from the national level, I believe that cooperation has a very strong responsibility, we know that the State implements it, but cooperation is called upon all the time to say to it: ‘look, if you put it on the agenda, if this is not going to you by national development plan and you do not force the departments and municipalities to respond for this we will always be in the same thing every year,’ then I also believe that I also put the point to the cooperation in how to pull and make incidence and demonstrate that this is an agenda item, because otherwise how many millions of victims, almost 9 million victims in the country and they will say that it is not an agenda item or you are going to put it an issue of votes only, watch out! because that is not the way to see it.” ( Montería-IOM Coordinator).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>F.2.9</b> As part of a permanent M&amp;E process, VISP has provided constant accompaniment to stakeholders, being able to take timely corrective actions to achieve expected results of the support and implementation of public policy programs related to victims.</p> | <p>“So it is that monitoring and follow-up without a doubt will be that input that will allow us to continue advancing also in identifying if what is being generated at this moment we must generate that sustainability that from this moment I tell you, yes. Let's say that the territories require that we can continue with these actions, but also that we can have that as an input to be able to, say, escalate in other phases that allow us to take this solution of needs a little further in each one of the territories, also understanding that the part of the particularity of each of the territories that will lead to a level of compliance or not, in that monitoring and follow-up that is carried out against the actions.” (National Institutions - Ministry of Health)</p> <p>“It is of vital importance (monitoring and follow-up), I would suggest and if it is within the scope of the consultancy or that it can be mentioned that they have been of vital importance because it allows evaluating the levels of implementation of the policy, and that in some way or another way, well, that way you know if you are doing things right or wrong, and how you can implement or mitigate this through strategic planning, so I believe that this is of vital importance in the understanding that a territorial entity that knows how to understand what that is happening through the monitoring and follow-up mechanisms so that it can improve for the following periods.” (Territorial Institution - UARIV)</p> |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“Well, look, I have always thought that a very good practice that we have is that follow-up and monitoring scheme, and more than a follow-up and monitoring scheme, it is support for carrying out activities. I feel that we are not a passive donor, we are a donor, with the resources, of course, in this case, from USAID and IOM, we are an active donor, we like to be there and accompany the activities, I feel that this is a very good practice and should remain as a lesson learned for future actions, because this support scheme allows us to know the day-to-day operation of the projects.” (National-Implementing partner)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>F.2.1</b> Although the institutional response supported by VISP has made possible advancing on the provision of victims’ comprehensive assistance and reparation, there are still people who have not accessed these components, and furthermore, victimizing acts continue to occur. This implies that the universe of victims to be assisted and repaired continues to increase, leading to both operational and fiscal challenges.</p> | <p>“In other words, the 10 years of 1448 passed and instead of it being easier to materialize, they said, let’s give it another 10 and the number continues, because in this resurgence, not only those who were returning but there was a mutation and a new generation of other actors, so we no longer have only one input of victimizers but we have several and I remember when the Victims’ Law was created here we reached 2 million people and that was it, that was the budget, those 2 million became 4, 5, and we are at 9 and if in 10 years we were not able to reach those 7 and we have already reached 9, who guarantees that in these 10 new ones that were given, this will materialize? Actually people, in quotation marks, because when we started the mental health issue, I remember that we were told not to pathologize, it is a normal reaction to an abnormal situation, but the reaction became habitual, it became a naturalization of the affectation that is part of our life, it became pathologized, it is no longer just let’s have a drink and talk, it is you need attention.” (Medellín-UARIV)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“Little by little, more than 12 million victims, less than 10 percent of those victims compensated, a backlog that never ends because we started with 8 million when the prioritization of victims for compensation was created and we are already at more than 12 and in this time, these days it has already stopped twice to keep the accounts, but that is already surpassed with all that amount of displacements in Colombia. And then, let’s say the State has done as I have little money, I adapt and it is a norm, I make the regulations around it and then I implement around the compensation that I am only going to compensate people with disabilities, terminally ill and over 68 years old.” (Florencia-UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“No because there is still a deficiency, we are already almost 2 years into the new ordinance and what we have grown in reparations has not been proportionally to what was raised. This means that already, and also the increase of new victims was not taken into account. It seems to me that a projection was not made according to the displacement in a complete period, in order to make a future projection. So that this future projection would also be included in the process of the law. We are always working, as I said, a portrait of what we have and we do it, but it turns out that when you provide a resource to repair some victims and it turns out that when you finish repairing that group already has another 50 percent more, let’s say that we will never reach 100 percent or we will not be able to reach it efficiently, because we always have a high percentage that will still be unable to repair.” (Montería-DIRCRA)</p>                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“It is very nice, it is very clear, understandable, but we cannot recognize that the law was born defunded. And if the law is not financed, then it will be very difficult to satisfy the needs of the victims (...) Because the victims, the population says to you, well, I am compensated, because I lost everything, I lost my productive position, my house. So, look what the 5 measures of reparation are and sometimes (...) we comply with one.” (Quibdó-UARIV Territorial Institution)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“But the institutions and it depends on the administration because there are administrations that have no knowledge about the law, about the benefits we have and have not paid attention to it. More than anything it is political will. Here we have looked at other municipalities that have a large budget support and are also in this category. But here, the budget for the table has never passed and in recent times about 5 or 6 million.” (Caldono-Institutional Actors)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>“(…) with this government that is ending, it has been complex (….) there is no guarantee in terms of economic resources to execute the public policy for victims, a policy that was created ignoring the budgetary reality of the territorial entities, yes, because as I mentioned before, only in the assistance and attention component, we as territorial entities have to guarantee housing projects, projects related to health, education, the same immediacy, productive projects, then there are municipalities that do not really have resources as such to execute this public policy and that is what I am talking about the components, assistance and attention yes, then from the national government we do not receive a direct transfer for the attention to the victim population in displacement condition, there is none, then it is more than everything with the little fingernail that the administration takes from one, <i>(detail removed)</i>, play it! It is up to you, but there is no support from the national government in relation to this.” (Quibdó-Alcaldía)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>F.2.2</b> The continuity of violence in Colombia, especially in the areas targeted by VISP, represents a challenge for the sustainability of the results associated with the provision of victims’ comprehensive assistance and reparation. In particular, the absence of effective security guarantees for people participation and for the defense of human rights represents a challenge for the sustainability of the actions carried out in the context of the Program.</p> | <p>“The security of public order in some of our territories is affecting us a lot for the implementation. Departments such as Cauca, Valle del Cauca, Sur Oriente Antioqueño, Bolívar, Montes de María, Chocó terribly, Chocó, the issue is very strong, because it has made it impossible to reach the communities and that is very painful because in addition to having the capacity and the possibility, we cannot reach them because we not only put the professionals at risk, but also the community, which is what is most.... we are not more anxious than the other, the same, to expose the professional, but also to expose the community, so this is a huge challenge. Sadly, we have not been able to accompany some territories.” (UARIV-National Institution)</p> <p>“Well, not for now. I would say (...) suddenly, since there is the presence of... the actors (...) warring groups, armed groups, sometimes they sometimes impede, I think that in the implementation of the action plan that is already being executed in some points, because they restrict, for example to move from one community to another, if it is after 6 o’clock in the afternoon it is no longer possible to move. So, I think that they are difficulties that yes and that is so.” (Quibdó-Ethnic_Authorities)</p> <p>“Look, we are afraid here, because of everything that has happened with the issue of aggression against leaders in protection. To me or to a colleague who is a defender, who is not here now because she was involved in a conflict and had to move to Medellín because of threats, and from there she continues to manage and execute things so that they can come to the municipality and she is not offered guarantees. Here there are no guarantees.” (Vigia Victims’ Roundtable)</p> |

**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>“Violence was a major constraint for everything. In Buena Aventura, for example, there were weeks in which we were stranded in the attention center because there was a bomb threat in the neighborhood, because there was a warning that we could not go to the neighborhoods or to certain neighborhoods, so we had to stay tied up, because we could not attend or go to look for people. There was always the need to find new people and we could not, because they were going to kill us. We had no authorization to enter. So it was better to be safe than sorry. And always in a good adventure, there would always be bomb threats all the time. Almost always the security all the time was bad, like, no, last night they were shooting around here, scaring the people or the people knew which streets there were houses of <i>pique</i>, so we couldn’t go in here to knock on doors, for example, because we were going to raise the alarm.</p> <p>Some of the people that we definitely could not reach, we would meet them at the church, so the number of people that could walk and get to the church was limited, or the word of mouth that there was a project for mental health reached them. Obviously they were also doing intelligence on us, so they were going to see what we were doing? Unarmed men, just passing by as a community, but finding out what we were doing, because obviously mental health goes against the process of terror that armed groups are looking for, right? So when we could not go to the neighborhood, we had to make calls in community centers or churches or health centers. For example, a neighborhood we never entered was <i>(detail removed)</i>, we went to the door of the neighborhood, so to speak. We met a leader there and she got us the rest of the people, but we never entered the neighborhood. These are areas that you can’t enter in a country with democracy, with freedoms, there are areas that you can’t get to just because, because there is someone else who owns that, even though it is a public area, roads and things like that.” (CISALVA Institute)</p> |
|          | <p>“Now there is an early alert in Curillo, it began in January, when I traveled to the Valley on the 27th, when I went <i>(detail removed)</i>, she told me: ‘the army arrived last night with a horn saying that children under 10 years old, 12, 13, 14, should not be left in the street, but early in the house lying down because they were recruiting.’ They are recruiting the children, the dissidence is taking them, then she tells me: ‘<i>(detail removed)</i> I to go back there with what fear’ I told her no because the early alert is and we take her out, the child is 14 years old and is doing eighth grade, she is with that means, to be taken away, they are vulnerable neighborhoods where most of them are children.” (Florencia-Municipal Table of Victims)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|          | <p>“There are many who are not connected. For example, last year I was in the collective reparation program (...) for the peasant farmer. And there they asked me for this topic, which in fact I remembered that it is not even important for the municipalities. Not even the local mayor’s office does it and we cannot do it either (...) We do not give so many talks, but they come here to accompany us, especially with the women in the rural areas. Yes, we are constantly being screwed by the armed conflict to the max. They don’t have the minimum possibilities of going to reparations because of security or safety conditions, but not even for that.” (Popayán-UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|          | <p>“And on the issue of victims, for example in the municipality of Quibdó, Quibdó is a receiving municipality with a strong influence of the population of Atrato, at this moment the armed conflict has taken another face, another dynamic and it is that the paramilitaries are repositioning themselves in the territory and Quibdó is being permeated not only because people in a situation of displacement arrive but because children and adolescents, children of mothers, of families in a situation of displacement are the first ones who are in the first line of vulnerability.” (Quibdó- Ombudsman’s Office)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|          | <p>“The biggest challenge to continue in the implementation of actions is...suddenly...the conflict issue we have in the territory, that is one of the biggest challenges, we know it continues and we have to try to apply strategies so that interventions can be made.” (Quibdó-ART Territorial Institution)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>“I think that the issue of... some of the biggest difficulties is how to generate security for these victims, so that they can tell the truth. Because in one way or another there is fear, there is fear and it is no secret that many times and everywhere it happens that when I tell the truth I may be running a risk, I may be one more victim, maybe they guarantee me that by telling the truth, nothing will happen to me, but in reality it is a different story. So I think that a lot of work should be done in these leaderships, as well as with the institutions on how to provide stability, security; how to provide that opportunity to the victim so that he/she can feel comfortable and tell the truth, I think that it is fundamental to work with the institutions in this regard, how to generate peace of mind for this population so that they can tell their facts as they have been and the harsh reality.” (Florencia-IOM_Implementing Partner)</p>                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>“There are many things to be done in these same municipalities left by the VISP, with which we ended, and with other municipalities of Cauca, burned today that are in Argelia, Balboa, Inzá, where forced recruitment increased again, where illicit crops spread and then many families have already been displaced from these territories and cannot return (...) where there is also fear and fear to face it from public policy actions, and only how to act from the emergency, they are places where the institutionalism at departmental level (...) they themselves have told us ‘we can’t do it alone, for fear of being threatened, of things happening to us, because sometimes we don’t have the capacity to do it alone’ (...) the conclusion is, if we are more present in the territory, let’s say that the actors distance themselves a bit, and the social processes start to stop being so pressured, then many of us are in that area.” (Popayán-IOM Regional Implementing Partner)</p> |
| <p><b>F.2.5.1</b> Regarding the sustainability of progress in terms of participation, VISP’s contributions to the visibility and capacity building of the Victims’ Participation Committees, including their oversight and advocacy capacities in the planning, implementation and monitoring of the PPV, contribute to the sustainability of citizen participation (including in other spaces for social and political participation) and to advocate for the continuity of different measures of attention and reparation. However, there are future challenges to ensure political participation and visibility, especially in the framework of other organizations and peace seats.</p> | <p>“...the participation of the victims is increasingly broader in several thematic spaces...” (UARIV- Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>“...if you look at the two components that VISP supported were the ones that very strongly at the beginning of the Law, were the ones that overcame the unconstitutional state of affairs, which is the registry and participation, then I do not think it is a coincidence, I think that the strengthening from thinking about a design is very important and I feel that today participation is strengthened and allows victims to influence in the different instances of participation.” (UARIV- National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>“They know their rights very well, they know very well the role of the different actors, they know the role of the Mayor’s Office very well and that is a guarantee that when the victims’ roundtable is held, we know that they will include this type of actions in the planning process.” (Mayor’s Office-Territorial)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>“...if you look at the two components that VISP supported were the ones that very strongly at the beginning of the Law, were the ones that overcame the unconstitutional state of affairs, which is the registry and participation, then I do not think it is a coincidence, I think that the strengthening from thinking about a design is very important and I feel that today participation is strengthened and allows victims to influence in the different instances of participation.” (UARIV- National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



**TABLE 33. QUALITATIVE RESULTS FROM QUESTION 2**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p><b>F.2.6</b> The design of the Territorial Strengthening Model and the pilots for economic stability of victims supported by VISIP contemplated the systematization of lessons learned and the adaptation of interventions based on what was learned. There was no evidence of similar knowledge management exercises in other VISIP projects, despite their relevance and strategic value for the implementation and sustainability of the different interventions supported.</p> | <p>“Sustainability. I think this is the most important challenge, in my opinion, for the model. There is nothing that is as important in terms of results as the sustainability of the actions carried out. We have always considered it at the methodological level, which is the biggest challenge of the model (...) The main indicator, rather, that will really tell us if the effort invested, the time and resources invested were not wasted. So, when the model was built methodologically and, from the results verifications that began to be executed, we began to realize how important this was. In other words, there are enormous challenges and opportunities for improvement in each of the technical exercises that take place phase by phase, year by year, stage by stage, this is true.” (IOM - National Territorialization)</p> |

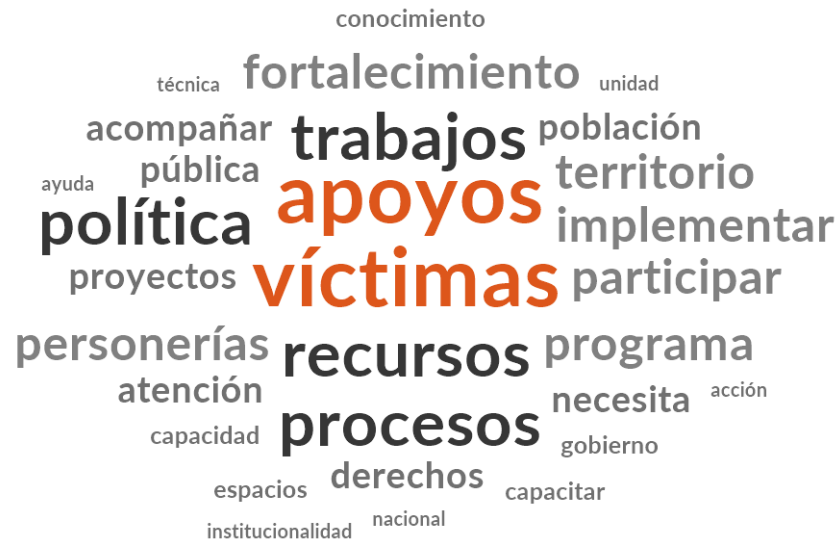


Exhibit 142. Most frequent words in the Recommendations transversal category in all of mentions codified for Q2.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

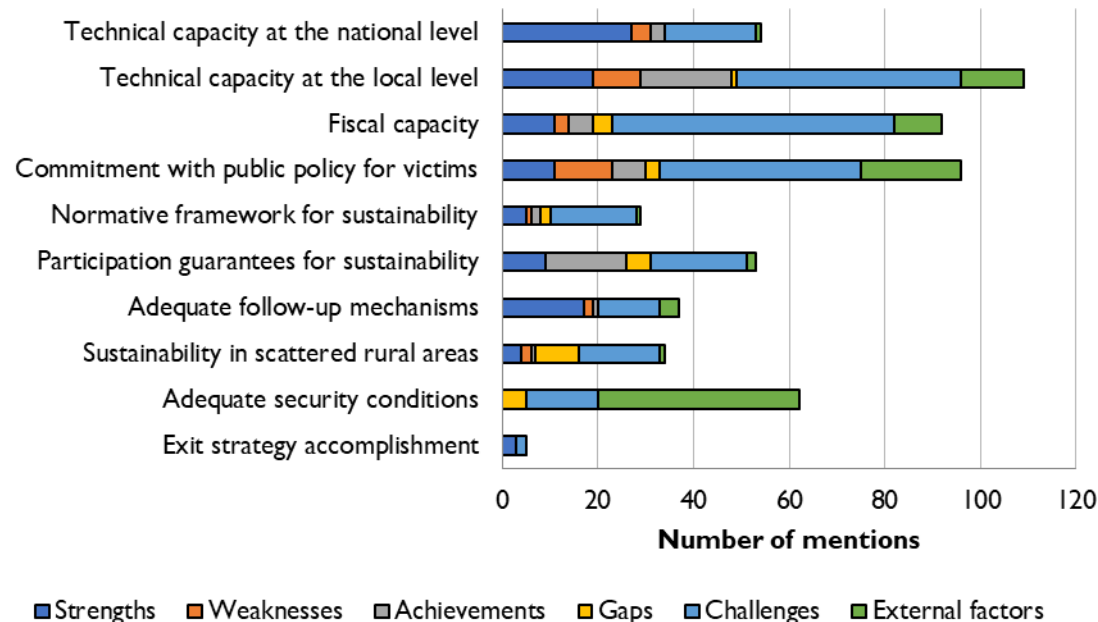


Exhibit 143. Mentions for each category of Q2 divided into transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## 10. ADDITIONAL QUALITATIVE RESULTS – QUESTION 3

TABLE 34. QUALITATIVE RESULTS – QUESTION 3

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p><b>F.3.1</b> VISP supported the design and implementation of the Entrelazando collective psychosocial care strategy and made direct contributions to the hiring of care professionals (in the form of a cooperation agreement), which allowed the expansion of access and coverage of this offer, particularly in 2018-2019. There is no information on follow-up of the capacities developed by the promotion committees and/or their impact on the community after the closing of the strategy.</p> | <p>“An agreement with VISP resources was implemented to implement Entrelazando and the impact evaluation process was carried out (...) and an operational manual was created, a document that includes the systematization of what the Entrelazando measure has been since its inception and for the Unit, it is delivered how to implement the measure objectively, let’s say it like this.” (IOM-National)</p> <p>“We contributed by operationalizing, hiring all the human resources of the UARIV, to develop the Entrelazando strategy in 2019, 2018, and that helped a little to decongest the UARIV in terms of hiring and also provide a technical methodological line, in psychosocial rehabilitation issues (...) to working in the communities and with the committees, to supporting this rapprochement between UARIV and subjects of reparation, strengthening them, promotion committees, contributing to close gaps.” (IOM-Medellín)</p> |

**TABLE 34. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“Yes, the experience with this strategy was great because I remember that when we arrived in a community, the community was very involved in itself. They were unable to talk about what had happened. And the strategy is implemented when the strategy is already being finished, the empowered people, counting and calling others: ‘come on, if I could, you can and we’ll finish’ and leading, after not saying a word because it was, who didn’t say anything: ‘My name is (detail removed)’, and now, no more. Later, being able to tell what happened to him and already feeling as one person said: “Now I feel that what happened to me was serious, but I let it go, and the strategy helped me get rid of it. It is a very good experience.” (UARIV Popayán)</p> <p>“I have no reproaches, suggestions, all of a sudden...the community doesn’t get very involved in the situations, they turn a deaf ear to many situations, so as a kind of communication to the whole community so that they find out about the work that is being done because Despite the work that we weavers and professionals have been doing, there are still many people who do not know the program and for them, it seems indifferent to them.” (Tejedor Entrelazando Antioquia)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>F.3.2</b> VISP supported the design, start-up and updating of technical inputs for the implementation of the group emotional recovery strategy - EREG of the UARIV. This strategy has allowed victims access to psychosocial care and has brought them closer to psychological care, facilitating the establishment of support networks between them and promoting mental health and well-being. However, some subjects of care point out that the number of interventions is insufficient to address the experiences of suffering, and that there are no strategies that allow monitoring the impacts of the formed groups once the strategy is closed.</p> | <p>“And also in its implementation because in the end in the establishment of international cooperation agreements, since we both contribute, there are financial contributions from the UARIV, of course, which are executed by the IOM, but they, unlike many other partners, have always contributed, not only their counterpart in goods and services, but also in cash.” (IOM-National)</p> <p>“I have seen people go from sadness to depression, from depression to major depression, from major depression to melancholy, get it out of there, there is no health system that is capable of working depression, now it is going to get a person out of melancholy... there is a despair that is often already engraved in people and made possible, a simple thing, the emotional recovery strategy does affect people positively, if it has an impact.” (UARIV-Medellín)</p> <p>INTERVIEWER: “Have you never been to a psychologist? Had you never been offered such help?”<br/> INTERVIEWEE: “No, because I didn’t like to talk about it much and because I had been very aware of the group.”<br/> INTERVIEWER: “How is it “warned by the group?”<br/> INTERVIEWEE: “In case someone commented on something, well, they don’t care about killing someone. So no, there are many things that went through my mind.”<br/> INTERVIEWER: “That sudden fear of speaking.”<br/> INTERVIEWEE: “Yes. And more than mine, the girl hurts more (...) I received a lot of psychology, because I didn’t even know what psychologists were about, one lived there isolated from so many things that the city offered.” (Medellín-EREG Beneficiaries)</p> <p>“I was having a sexual problem that every time I had sex I would get pain that the clinic sent me. So, talking to my doctor, he told me: ‘That’s something psychological, what happened to you, what happened to you?’ So that’s where the opening of the whole process began. I told the facts because I had never spoken about them, in that statement I already received the first psychological help from the UARIV. The Unit was very basic because literally there were 3, 4 therapies and that there was no right to further process, then literally one that has never talked about the subject, had never said it, it was in my head and that’s it. In the first therapy, I remember that I introduced myself to the girl, I greeted her, I half spoke to the second, I made up a lot of stories for the third, because one must be sincere, and I</p> |

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| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>said ‘what am I going to tell this ma’am,’ I would get anything out of her, any story and already there on the fourth, fifth that I half tried to speak because the therapies are over.” (EREG Medellín beneficiary)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“It is that you bring together 25 women from all over the city, who do not know each other, there their stories are told, the 25 know each other, one knows the other down to the last detail, things that nobody knows, I think it would be very good if I can follow that fabric between all of them. Because when you falter, because you have your moments of weakness where you remember things you don’t want to remember, where something happens that reminds you and you falter, that support is there among the women themselves. But unfortunately, there has to be someone who leads that and it cannot be one of the same women because we in the daily life of things... But to say something, we currently have (<i>detail removed</i>), which was what she told the companions that she is a girl from the UARIV, so when work calls come out, from time to time, out of the blue ‘hello girls, how are you’ and all of a sudden she reports ‘fine’, then one knows that the group is there.” (EREG Medellín beneficiary)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>F.3.3</b> Although VISP did not provide direct resources to increase PAPSIVI’s coverage, it did make fundamental contributions to the construction of methodologies for the two components of the program (psychosocial care and comprehensive health with a psychosocial approach) and supported training and care processes for the human talent at the national and territorial levels, thus contributing to the territorial deployment of the strategy. However, the program faces challenges in terms of the sufficiency of the sessions for harm mitigation and in terms of articulation of its two components given the low appropriation of the psychosocial approach in clinical care contexts and the barriers to access to health services and the mental health system.</p> | <p>“It is not, as we used to say vulgarly, ‘that they pay you for the dead.’ It is comprehensive care and reaching the point of, again I take the floor, of empowering ourselves with that public policy as such. So, for example, one of the things we achieved was the issue of the psychosocial promoter, who was the liaison between the victims and the team that attended and the only thing that person had to have was a baccalaureate, but he had to have the ability to call, it had to have the endorsement of the tables, it had to have experience in leadership issues and part of what we achieved as tables (...) attending to the spirit of public mental health policy and defending our resources a little because those resources came from the national level to implement them there with the victims.” (Municipal Table of Victims Pasto)</p> <p>“Obviously the training that was given to the professionals, in this case, to the psychosocial promoters, regarding what the program is, what it consists of approaching the population, which I think is substantial, is to have us conceptual bases, the conceptual tools to be able to address the community and address it, I think that would be the great contribution made by the IOM.” (PAPSIVI Pasto Psychosocial Promoter)</p> <p>“Exactly, the routes, that’s the word, there they taught us the routes, because well, we all learned them, one as a leader does not know them all, there we learned a lot, they, for example, taught us to guide people for when there is permanent disability, all of that, the routing, because the PAPSIVI routed, even as there is apathy there to serve those displaced by the conflict, so we reached the point of going with the psychologists and I as a promoter to the hospital, even teaching the hospitals what the route and how it was that the victims of the armed conflict who had permanent disability, terminal illnesses, serious illnesses had to be cared for, if you understand me? because or I don’t know if it was because of negativity or because they were unaware, but we directed a person to get a disability certificate there and they said no, that there was nothing to do with it, that they had nothing to do with it, it was our turn to go there and tell them that they did have the right and that they could do a routing, at last they already started from there from the hospital to look for the orders so that the EPS or, in their case, the Sisben or the entire regime , all companies or IPS that serve the subsidized regime.” (Papsivi Medellín Promoter)</p> <p>“So many of the complaints of PAPSIVI patients is, ‘these processes are late, they last 3 months and then they go away,’ the issue of mental health requires long-term, permanent accompaniment, you are not going to be a patient forever, but if when you start a process of emotional accompaniment, you need the process to have a common thread.” (IOM Regional Medellín)</p> |

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| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“One of the bottlenecks that we identified in the area of psychosocial care, without a doubt, had to do with that hard route, so difficult to be able to win a first appointment with a psychologist or with the psychology department of the EPS, so that give continuity to the processes. I think that when we were in the process of building the care route for women victims of sexual violence in the context of the armed conflict, the health system was able to catch up and get very there because then the woman who makes her statement, who goes through the system, It immediately enters the system, and there are more and more officials in the institutional framework, who I think have better understood their role, but sometimes the institutional times for contracting services take months to start, and that also distances the service, but I think there is more and more awareness that the services have to be humanized, timely services and that they have to be in the right places.” (IOM-Popayán)</p> <p>“...it is to create in the professional the ability to be sensitive to the people they serve, and that is what the comprehensive health care protocol with a psychosocial approach was about, more than providing training or preparing institutions, it was to be able to give that capacity to these professionals, not only from PAPSIVI, but from all health areas that serve the population victim of the armed conflict, to be able to give that attribute of better care to victims of the armed conflict.” (Pasto Psychosocial Promoter).</p> <p>“What happened? The PAPSIVI is not committed to doing all the follow-up because the PAPSIVI has a cycle, and he works as far as his cycle goes. From there to there it was time for his IPS to respond and that did not happen.” (PAPSIVI Bojayá psychosocial promoter)</p>                                                                                                                                |
| <p><b>F.3.4</b> The contribution of VISP in terms of provision, adaptation and support for the operation of functional-physical rehabilitation centers in low and medium complexity IPS directly facilitated access to these services by VPs, people with disabilities, people who attend the care route for accidents with APM/UXO/AEI and the general population, even from non-VISP municipalities. The location of the centers reduced travel times to receive care. In addition, in phase III of the program, telerehabilitation actions began to bring specialized physical rehabilitation services closer to territories that do not have them in person.</p> | <p>“Look, one of the barriers is that when a patient goes to a rehabilitation service, they usually go because they have an obvious physical health problem or because of pain. (...) The patient goes to the first, goes to the second therapy, and the patient does not return. He doesn't come back, why? Because it costs him transportation, because he has to stay in Florence, there are more expenses, and he feels good and says 'no, why am I going if I'm fine now and I don't need the other stuff anymore.' I think that it has been achieved with the rehabilitation service, that patients have more adherence to treatments, that they can finish treatments.” (La Montañita Health Center)</p> <p>“In all these places we have supported the training of professionals such as doctors, nurses, auxiliaries, especially doctors and nurses and administrative personnel so that they can not only provide dignified care for the victims, but also because at some point a few years ago A decree came out that made the administrative reparation processes of the victims, with disabilities, could be brought forward, that is, the person is in a very long queue, and that one in the queue can go last to be very close to the compensation processes , how to do it, if you are a person with a severe cognitive or physical disability, because these rehabilitation rooms have been very helpful so that, with the training that has been given to doctors and health professionals, they can do what they say the decree on how to do it.” (Popayán Regional IOM)</p> <p>“They can take hours to go out for a consultation. So, we have to start moving more extramural, that has been another advantage of the provision of services, because a lot of the elements that we have there is so that we have it for health brigades. In other words, we can implement, vary several things so that the professionals can do this on an extramural level.” (La Montañita Health Center)</p> |

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| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <p><b>F.3.5</b> The offer of psychosocial and physical-functional rehabilitation services of the SGSSS faces various challenges to facilitate access to VP, including mass training processes in these areas for health professionals and technicians throughout the country, improving coordination between the different actors of the SGSSS and systematically appropriate the RUV consultation process for the application of the differential approach.</p>                                  | <p>“So for the third phase we included within the actions, starting with a tele-rehabilitation pilot with these hospitals (...) So today, for example, well, we also managed to establish links, but because of the expertise that IDEAL has and the number of professionals they have, they could establish their expertise and enter into agreements with IDEAL to sell services such as occupational therapy and strengthen what is already available in physiotherapy... through telemedicine. At that time, IDEAL continues with them providing this technical assistance to these agreements, to see how telerehabilitation works in Colombia.” (IOM National)</p>                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“Yes, I think there were a couple of milestones that I think are relevant, one has to do with the care, assistance and rehabilitation route for victims of anti-personnel mines, I think that was a super key issue that we identified in fact in the year 1, year 2, I think it was in the second (...) that we proposed to make a route that would allow the ministry and its different instances to agree on what the care processes were like.” (IOM National)</p>                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“When we started the process, the first municipalities and phase 2, the managers told us, ‘so I only have to serve victims?’ No, it is not sustainable if you want to serve only victims (...) and they said ‘we don’t have access to the RUV’ (...) they thought that they could only serve people with disabilities and victims, no, it cannot be because they are going to break. We did the exercise of crossing victims as we did until phase 1.” (IOM National)</p>                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>“The whole component of registration, location and certification of disability, I think that’s what we worked on from day 1 until now (...) at the beginning it was how we managed to make the process of registering people with disabilities a bit massive and that information cross-referencing could be carried out to ensure that victims with disabilities could access care, assistance and reparation routes...” (Implementing Partner -National)</p>                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>INTERVIEWER: “Do you have any mechanism here to identify the victims you serve? Victims of the armed conflict?”<br/> INTERVIEWEE: “No.”<br/> INTERVIEWER: “Have you ever had it?”<br/> <br/> INTERVIEWEE: “No, but they show you. So one in the registry, in the reason for consultation, writes a patient who prefers to be a victim, but as such we do not have documents; because imagine, this service began by making protocols.” (Caldono Health Center)</p>                                                                                                                                                                                                                                                                                                                 |
| <p><b>F.3.6</b> Psychosocial rehabilitation strategies for victims are not systematically articulated (beyond individual referrals) with the offer and mental health policy and social inclusion policies of the country, this fact is evident in the low territorial articulation of the programs related to these policies. From an even broader perspective, comprehensive management of the mental health of victims of the armed conflict should involve not only access to psychosocial</p> | <p>“A super important challenge is to join and articulate in an integral way the comprehensive health care component and the psychosocial care component, but I feel that the psychosocial care component is running and the comprehensive health care component is walking.” (IOM National)</p> <p>“It has never been thought about how to achieve, how to generate the issues of comprehensive health care and psychosocial care, there would have to be a large umbrella where the referrals were made so that we could join that, (...) because the times of the multidisciplinary teams, we always asked if there was PAPSIVI and the Secretariat never knew, the municipal Health Secretariat said “I think so, but I don’t know if they are from the Unit.” (IOM National)</p> |

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| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p>services, but also to processes of coexistence, employment, education, food security and personal security among others.</p>                                                                                                                                                                                                                                                                                                                                                | <p>“Because it is not so easy to be able to formally seat the Ministry, the health section, the director of human rights and victims, that we all begin to speak the same language, the issue of mental health is still an abstract issue, in Colombia and I think that in the world we still do not have a clear awareness of what the first level of mental health care is (...) because the issue is that mental health is also assumed to be for clinical pathology issues (...) the topic of mental health in health is a topic that is very conceived as a second level, so since it is still so distant, it is difficult to bring it to primary care in the field.” (IOM Regional Medellín)</p>                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“The issue of suicide is very worrying in the municipality of Bojayá. In the first place, because we have done an analysis and we have been able to identify, first of all, the presence of armed groups, that is one of the main factors that has been happening in youth suicide more than anything else. Because they themselves see how human rights violations, displacement, confinement, installation of antipersonnel mines and many factors have been carried out. So, the young people see that and... they say, ‘So that I don’t suddenly fall into that artifact later on’ or, well, if it’s a young woman, they say, ‘Suddenly they come and they take me, so as not to go, for that group, I prefer to die.’” (Chocó Ethnic Authorities)</p>                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“Another barrier is also the lack of institutional offer for the vulnerable population, because there is very little...lack. Well, yes, you provide care, let’s say you do your duty from health, try to give patients the best tools, but when they find themselves in such vulnerable social conditions, it is difficult to achieve what one would like with people (...) There is not much on offer for people with disabilities, there is not much on offer for women heads of household...not at all.” (La Montaña Health Center)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“... when one comes with a program that is aimed only at victims, then we find the people of the community who have lived their entire lives there and who, one could say, historically poor, right? In other words, vulnerable population (...) I think that, if we are talking about building a community and building a country, I think that those differences can sometimes end up separating us. I would say, I think that the issue of the approach should be present for one to understand and know how it acts or how it improves its accompaniment processes with the victim population or with the disabled population or with the Afro population (...) We think the victim outside is doing very well. And it’s not so true. And there is a victimizing fact there which is uprooting. ‘They took me from my land, and I didn’t want to come.’” (IOM National)</p>                                                                                                                                                                       |
| <p><b>F.3.7</b> Access to psychosocial care for subjects of collective ethnic reparation and the incorporation of the ethnic approach in the measure of rehabilitation experience a great lag in Colombia, despite the fact that VISP has supported technical assistance processes in this regard and has carried out specific actions in plans repair. This lag is related to the challenges posed by the methodological and operational adaptation of care models to the</p> | <p>“That is what is missing in the psychosocial, where is the land? (...) Because when a person suffers individual and collective damage, not only does the person suffer the damage, the territory, the land, suffers the damage, then the territory is abandoned (...) No, let’s talk about reparation, it is to be at peace with nature, it is to begin to know what is surrounding that community, that family, that person, then they must have a mutual knowledge of the environment in which the psychosocial professional will develop (...) The individual psychosocial rehabilitation there is that it is taken into account as the spiritual, because many times psychologists learn from school, while in communities they learn from the territory. So many times, instead of improving that pain, of alleviating that pain, suddenly they are left with more wounds. For us everything is in the harmonization, in the plants is where it is being rehabilitated or harmonized in the individual part.” (Florencia Ethnic Authorities)</p> |

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| FINDINGS                                                                                                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| knowledge, practices and times of ethnic communities, linguistic limitations and the availability of professionals with detailed knowledge of their own cosmogonies, and in turn , to the lack of strategies that effectively articulate ancestral medicine with Western medicine within the framework of the SGSSS.                                           | <p>“I would say that this construction of what there is at this moment of the ethnic PAPSIVI, or rural too, must have, I have great faith, that they have reading processes that are very connected to what is happening in that territory (...) if, for example, I cross it with the ethnic decrees that recognize the territory and that recognize in the ethnic subjects those figures that are so representative for the communities, such as the <i>Jaibanas</i> on the one hand, the Midwives on the other, all those figures, the elder, the territory itself, all those psychosocial processes, we have the obligation to have a very open mind to involve them in the processes because there is no place for psychosocial accompaniment in an indigenous people where there is no recognition that its elementals, that its nature was also damaged, and we must start there to harmonize.” (Personería Caldono)</p> <p>“Another challenge would be that not only the IOM, but others, those that come in the future, right? Also take into account all the safeguard plans, those of all that work on the 004 car, the life plans of both the indigenous people and I think also the Afro-descendants exactly. Take into account and convert that into all the actions of the different processes, take them into account in unity. Because there are times I think or see that the unit sometimes limits itself to saying attention, assistance, repair. But then he does not interpret it many times that it is not only paying attention, period. Behind all of them there are many things that you have to see in the whole subject of emotional healing, both of the indigenous peoples and of the Afro community. Their worldview and their culture.” (Chocó-UIARIV)</p> <p>“So, that the professional team, the IOM, support us in having knowledge of the indigenous communities. Sometimes that happens, we can hire professional people, but if they don't have experience with indigenous communities, then they can, it can even get worse, because those psychology issues are a bit complicated. But if I see you, because today we see indigenous people who are also nurses, who know about the subject, it is important that they also take into account when hiring an indigenous person who has knowledge of that subject, but from the area, to accompany professionals.” (Quibdó Indigenous Authorities)</p> <p>“The intervention processes, especially in indigenous communities, are longer, because they are not processes typical of indigenous communities, they are external processes, they are processes foreign to them, because one hardly sees a psychologist within the indigenous communities who is part of the culture of them. The psychologist is something from Western culture (...) But medicine itself is very different. Own medicine does not recognize the psychologist. It is not even needed. For this, the ordinary procedure within the framework of their customs is the traditional doctor, not the psychologist.” (Personería Caldono)</p> <p>“Due to the geographical situation where they are located, participating is very difficult. And... they allege that the unit does not have professionals or a professional who has mastery of that language, who allows how to generate trust, generate understanding between them. So, that is the population that I was wrong that participates the least.” (Quibdó-UIARIV)</p> |
| <b>F.3.8</b> Close to 900,000 PV have been assisted in the measure of psychosocial rehabilitation through EREG or PAPSIVI (Eighth report of CSMLV), progress derived from the mandates of the LV and whose programs were directly strengthened by VISP. However, psychosocial and physical rehabilitation has been concentrated in urban areas, and challenges | <p>“...and now that we are talking about the challenges we can talk about the rural PAPSIVI, psychosocial care in rural areas has focused a lot on Entrelazando, on collective subjects, emotional recovery strategies have always been very focused on the urban, they have not been displaced to the rural, and I do believe that it is very important to strengthen them, especially as that strategy of collective emotional recovery that also works in the territories, that also works at the urban level, even if people have to be brought, but I think it would have an impact and it would be much more powerful if one managed to take it to the territories.” (Medellín-UIARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



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| FINDINGS                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p>persist to increase coverage and access for ethnic and rural communities, children, and older people. These initiatives have been limited by the difficult conditions of physical access to some territories, the persistence of the armed conflict and insufficient budget allocations.</p> | <p>“Sadly, we have not been able to accompany some territories. And the other challenge is coverage, we have 813 subjects of collective compensation included in the registry today. Of those subjects we have been able to implement the strategy, close the measure, in 120, I think, a little more, but well, we are missing a lot and the great challenge is really in the ethnic subjects because a large percentage of these 813 subjects are ethnic, 510 or so are ethnic. So, well, there the challenges come in being able to have the possibility of understanding the cosmogony of ethnic subjects and it is to understand that as we have our conceptualization of what rehabilitation implies, because in ethnic subjects it is a huge dimension and that we have to break our prejudiced to be able to reach and understand how they see and understand rehabilitation.” (National UARIV)</p> |
|                                                                                                                                                                                                                                                                                                 | <p>“The biggest challenge that we have always had in this regard is that the majority of the population with disabilities and that deserves the rehabilitation process, is in rural areas and the biggest challenge is that all these people arrive in an easy way to seek the service.” (Tierralta Hospital)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                 | <p>“The armed violence that is increasing in some regions of the country, since this generates greater displacement and victimization, and makes it difficult for psychosocial professionals to enter for security reasons: on several occasions we had to remove professionals from municipalities, some of them received threats ( ...) and how to provide psychosocial care while protecting professionals, activating protection protocols for professionals?” (MOH)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                 | <p>“The gap I find is in the protocol of a strategy called Siembra, which is aimed at people between 60 and 80 years old. So, this strategy makes it a bit difficult for us to implement it because those people at that age are almost always sick...” (Medellín-UARIV)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                 | <p>“I remember a lot when the Victims Law was created, here we reached 2 million people and voila, that was the budget, those 2 million became 4, 5, and we go on 9 and if in 10 years we could not with those 7 that there were and we have already reached 9, who guarantees that in these 10 new ones that they gave to Law 1448/2011 that materializes? Really the people, in quotes, because the matter of mental health when we started I remember that they told us not to become pathological, it is a normal reaction to an abnormal situation, but the reaction became daily, a naturalization was made of the affectation that is part of our lives, that has already become pathologized, it is no longer just come on, let's have a glass of wine and talk, it is 'you need attention.'” (Medellín-UARIV)</p>                                                                                  |

## II. ADDITIONAL QUALITATIVE RESULTS – QUESTION 4

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p><b>F.4.1</b> ACOPLÉ had a solid process of theoretical training and ongoing practical training (10 years) aimed at community agents based on CAM guidelines, the needs of the participants in each context, and the various levels of ‘entry’ in terms of knowledge by community agents. This training process incorporated care actions for the caregiver and required more time and resources than initially projected. Upon beginning their work as CAM agents, the victims received remuneration. No information was found that the training actions were aimed at the professionalization or formalization of knowledge.</p> | <p>“So going to ACOPLÉ was like technifying and deepening what we leaders had already been doing in a certain way, because those of us who worked at ACOPLÉ initially were all leaders of organizations (...) something particular that ACOPLÉ has that most of us have barely done in high school, and HeartLand with AFRODES trained us step by step in all the issues that were appearing (...) look, we started training to attend to the displaced population, right, suicide appeared, we were trained to attend suicide service, sexual violence appeared, they trained us for violence sexual orientation, the LGBT population appeared, we received training, for me that was new and to care for children, we received training, constant training is important to me.” (Quibdó-Community agents)</p>                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“The training was planned for a time, I think it was about two weeks, because it was understood that people were going to have some bases to actively participate in that training. However, the bases that we thought people would have, in some cases they did not (...) So the training lasted longer than initially thought and addressed more content to create their basic foundations of understanding. After the training, let’s say, during the implementation of the model it had to be shortened because the theoretical part, if you will, took up more space than the practical part and in that sense the practical training was something that lasted, I would risk saying, during almost the extent of the project. That was the training, and that was one of the learning.” (Director HA)</p>                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“We were looking for how to manage professionalization so that the Colombian Association of Psychology would recognize the importance of the work of community workers as people who can expand the work that a psychologist can do. HEART was in charge of that, it was aware, at the forefront, meeting, seeking help, it was their management. They had to do that and, well, always without results for the same reason, due to a lack of collective muscle, I believe, and due to a lack of specific resources for the Ministry of Health (...) So, things not measured: the escalation process, of professionalization that they can have within the experience they acquired.” (CISALVA Researcher)</p>                                                                                                                                                                                       |
| <p><b>F.4.2</b> The care between ‘peers’ of the CAM proved to be effective in reducing symptoms in the VP, generated confidence of the VP towards the care processes, facilitated the diffusion and community acceptance, contributed to the de-stigmatization of care in mental health, allowed the subjects to receive various types of care according to their need (individual, group, by a community agent or by a professional) and generated higher coverage rates than those planned in this care process.</p>                                                                                                               | <p>“Another very good thing was the aid to the helper that we were talking about right now and the self-care, it was also something new here in Chocó because although there are several entities they did not, that is, they did not know about it.” (Quibdó-Community Agents)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“For me, the first moments of ACOPLÉ were a very important situation because all of us were victims, so this process is worth the redundancy, being able to process our feelings, our situations that we had experienced in order to help the other person, it was a difficult process, but at the same time nice because we had never done it, we had never talked to a psychologist, we had never been in therapy, so it was something very particular I would say because the attentions here, the little attentions I had received were the psychologists (...) they slammed the door in our faces because everyone understood that mental health was for crazy people, as soon as we arrived we said ‘we are so-and-so, I work at ACOPLÉ, mental health’; ‘Oh no! that’s for crazy people, I talked to my neighbor, she’s crazy, go to that whore, she’s crazy.’” (Quibdó-Community Agents)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“And the community itself began to send people, as they already knew, then the community was already in charge of referring the people they saw who suddenly needed that accompaniment, so that was also something very valuable, very important because of the work that the <i>compañera</i> had already been doing, had already been done as recognized in the community.” (Quibdó Community Agents)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                           | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|                                                                                                                                                                                                                                                                                                                                                    | <p>“So from there our approach and then how through the group spaces there was a greater decrease in symptoms, according to the initial investigation. So we saw that with community work, let’s say that more ties could be created again, how to take those ties, that community support network, people were activated let’s say it like that, behaviorally it was more easily activated when I was with another, I identified with the problem of the other, and in the group space, faced with how the others had faced their difficult situations, I could or could not take the experience of another. And then, as they say, seeing the other who has suffered or even more complex things than what I experienced believing that mine was the worst, could help people quickly transform their situation a little.” (Quibdó- ACOPLE Professionals)</p> <p>“I believe that the intervention made it possible for these people who arrived in places that were not the right ones, with quite difficult mental health problems, to be able to be functional and to get ahead with their family issues, handling the issue of mental health ... appropriately and in a way that would benefit the well-being of those families, which was what the results of the study showed.” (CISALVA Director)</p> <p>“And see that HeartLand did other projects, it did a very good project because I have already worked on 3, yes, on 3 I have worked with ACNUR and all that, but it never came to be, that is, the methodology is totally different from what ACOPLE , because we these projects only that individual attention the psychologist and many people are left without attention, not because the psychologist does not want to because it is not enough, on the other hand when we were paying attention the psychologist attended 20 we attended 15 and there are already 35 people, but yes there is not a community agent providing individual care, the psychologist will have the 20 plus the 15 that I attend, the other plus 15 the other, a lot of people.” (Quidó-Community Agents)</p> <p>“Hard to select community workers (...) but without local implementation, we would not have been able to carry out the project. For example, let’s say if we send a lot of white people, psychologists from Bogotá, from Cali, then the acceptability of the project would not have been the same. So, it helped a lot that they were community leaders from the same community.” (CISALVA Researcher)</p> |
| <p><b>F.4.3</b> The CAM facilitated processes of strengthening and reconstruction of the social fabric at various levels: within the team of community agents, between service users and the care team (agents and professionals), among service users in the group modality and even in the organizational process of productive initiatives.</p> | <p>“Now, the next step was to create an instrument for the symptoms. So, what did we do? There are drummers in the world, there are many instruments. But the most used for depression, anxiety, post-traumatic stress are the ‘Harvard trauma questioner’ and the so-called ‘John Hopkins symptom checklist’ (...) And we took several instruments with Hopkins’ suggestion, because they have already used it elsewhere and we put them together and apply them to the community. So, we put the entire survey together, did it in Spanish, translated it into Afro-Colombian, and applied it. People told us, ‘No, it is not understood here’ or ‘give him an example.’ And we have also created our own qualitative questions to add flavor as well.” (CISALVA Researcher)</p> <p>“Apart from the community agent, they trained a group of people to do the surveys and paid them for their time.” (Quibdó Community Agent)</p> <p>“So, by the time the project was ready, its effectiveness had been tested, we moved on to a more coordinated implementation stage, no longer within the trial, but rather offering a service to the public, to whomever it arrives, the survey is applied and depending on its status, then I could take two or three paths. One that was all individual, the other that was group or another that was the combination of therapies.” (CISALVA Researcher)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                           | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“The first intervention was carried out, it was validated at the beginning, at the end, but after that first intervention, the following years continued to be monitored, these people received the first accompaniment. In other words, there were even people who, six years after their first intervention, had an assessment made on them... They were assessed again and looked at if people still had those coping techniques in mind, using those mechanisms that they may or may not have acquired in your support process. And if people were identified who at that time needed to complement their care, CISALVA sent us, ‘Such a person was contacted, he requires follow-up again, we suggest, - even due to his symptoms-, that it be by a community agent or by psychology’ and well, they came doing that periodically the following years. (...) And we also called them (...) I think it was something like a source of verification, that it was from Heartland, not here from the Quibdó office but from the office at the national level, someone called to verify that this person did or did not receive any service.” (Professionals COUPLING Quibdó)</p> <p>“Two surveys were carried out: An exit survey to verify that the person received the accompaniment as requested and that the symptoms related to the beginning had diminished. In addition, the satisfaction survey was carried out so that they could express what they did feel good about and if they had any recommendations for both the agents and the psychologists, to strengthen the accompaniment as well.” (Professionals ACOPLÉ Quibdó)</p> |
| <p><b>F.4.4</b> The participation of the CISALVA Institute, as a research team in the implementation of the CAM in Colombia, allowed the creation of a local instrument for measuring symptoms at entry and exit in the intervention, the execution of a robust scheme for monitoring and evaluation of the effectiveness of the interventions, and the generation of knowledge based on the evidence around the local application of the CAM.</p> | <p>“Now, the next step was to create an instrument for the symptoms. So, what did we do? There are drummers in the world, there are many instruments. But the most used for depression, anxiety, post-traumatic stress are the ‘Harvard trauma questioner’ and the so-called ‘John Hopkins symptom checklist’ (...) And we took several instruments with Hopkins’ suggestion, because they have already used it elsewhere and we put them together and apply them to the community. So, we put the entire survey together, did it in Spanish, translated it into Afro-Colombian, and applied it. People told us ‘No, it is not understood here’ or ‘give him an example’. And we have also created our own qualitative questions to add flavor as well.” (Researcher CISALVA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“Apart from the community agent, they trained a group of people to do the surveys and paid them for their time.” (Quibdó Community Agent)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“So by the time the project was ready, its effectiveness had been tested, we moved on to a more coordinated implementation stage, no longer within the trial, but rather offering a service to the public, to whomever it arrives, the survey is applied and depending on its status, then I could take two or three paths. One that was all individual, the other that was group or another that was the combination of therapies.” (CISALVA Researcher)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>“The first intervention was carried out, it was validated at the beginning, at the end, but after that first intervention, the following years continued to be monitored, these people received the first accompaniment. In other words, there were even people who, six years after their first intervention, had an assessment made on them... They were assessed again and looked at if people still had those coping techniques in mind, using those mechanisms that they may or may not have acquired in your support process. And if people were identified who at that time needed to complement their care, CISALVA sent us, ‘Such a person was contacted, he requires follow-up again, we suggest, - even due to his symptoms-, that it be by a community agent or by psychology’ and well, they came doing that periodically the following years. (...) And we also called them (...) I think it was something like a source of verification, that it was from Heartland, not here from the Quibdó office but from the office at the national level, someone called to verify that this person did or did not receive any service.” (Professionals COUPLING Quibdó)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>“Two surveys were carried out: An exit survey to verify that the person received the accompaniment as requested and that the symptoms related to the beginning had diminished. In addition, the satisfaction survey was carried out so that they could express what they did feel good about and if they had any recommendations for both the agents and the psychologists, to strengthen the accompaniment as well.” (Professionals ACOPLE Quibdó).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>F.4.5</b> The CAM used various types of supervision of the interventions carried out: individual supervision of cases (professional + community agent), group supervision of cases (professionals + group of community agents), peer supervision of cases (among community agents). John Hopkins University, the CISALVA Institute and HeartAlliance participated in these processes, facilitating the establishment of horizontal relationships in ACOPLE and allowing community agents to strengthen their care skills through practice. These exercises respected the confidentiality of the subjects of care, which in turn facilitated the strengthening of trust. However, the supervision process was not systematized.</p> | <p>“So ‘well, we are going to supervise’ -and we did not mention the person by name but by code. So, for example a person received Q115, so when we were in the supervision process we said, we are going to supervise the participant Q115. The right to confidentiality was always respected by community agents.” (Quibdó Professionals)</p> <p>“...and we all the community agents met to do the supervision and the psychologist, and each one with their situation, then (<i>detail removed</i>) put her situation, between all of us many times we helped her to give opinions (...) Each one from their tools, from their experience and their tools ‘I did this and it worked for me, let’s see if it works for you too, it was a similar situation and I did this, this and it worked for me let’s see if it works for you too,’ that was what we did in group supervisions.” (Quibdó-Community Agents)</p> <p>“(…) for example, when they were young, I always told her ‘I like (<i>detail removed</i>) dealing with that issue,’ but we never found out what happened or why, that is, the whole issue of confidentiality we could have her notebook where we had the notes and we left it here on the table and there it died, no one was able to pick it up to see what it says, no one, respect and confidentiality also marked us here.” (Quibdó-Community Agents)</p> <p>“When we were in the training in Cali, they appointed me as a monitor for the community agents, so I had that additional responsibility with them and it was my turn to do the supervision with the Hodgkin psychologists and with (<i>detail removed</i>) (...) and we did we put in group supervisions to all the community agents (...) so one of them gave her opinion to the other without breaking confidentiality, we didn’t say names, just like the situation, then since they already knew my situation then when they saw that I came running to lock me up, they all came to the office and they started and called (<i>detail removed</i>) and the one and the other, and that helped me a lot, how to get out of those situations and in the end it became like my forte, that was like my strength also to help other women who had lived the same situation in a certain way that I had lived.” (Quibdó-Community Agents)</p> |
| <p><b>F.4.6</b> Although the people served at ACOPLE were mostly Afro-Colombians, the CAM did not include the ethnic approach in its individual care protocols, these protocols were implemented following the original design of the John Hopkins University. However, informal adaptations were made, in the style of care, to the local context. Additionally, ACOPLE created its own group care strategy that complements individual care to promote the functionality of the participants. The results of the group care process have not been published.</p>                                                                                                                                                                       | <p>“We use the same protocol that was shared from Johns Hopkins. In other words, the same, we respect that methodology already tested and validated by Johns Hopkins to do it here, in the displaced people of Buenaventura and Quibdó.” (CISALVA Director)</p> <p>“There were two therapies, a group therapy and individual therapy. The individual was stricter because it was the Hopkins model. They did not want us to touch their model (...) As for individual therapy, there were adaptations. However, if I remember that tug of war: we cannot get out of the protocol, we have to follow the steps, we have to follow the instructions (...) I think that it is not that cognitive behavioral therapies have room for as many changes as can have narrative therapy, which as I told you, were group sessions, where people could sing, dance, stand on their heads, write, paint, whatever they wanted to deal with their problem and to share it with others. In that case there were steps, it was psychoeducation, educating them about what the problem was, thought, emotion: the triangle, this cognitive coping (...) So it did have some adaptation, but it was minimal.” (CISALVA Researcher)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>“Yes, it is a very Western model, thinking of mental health as an individual and family well-being, also related, as in the community. But when dealing with Afro-Colombian and indigenous communities, the understanding of mental health must be transformed. Above all, in indigenous communities, because it is not the same definition, it is not the same understanding. And then, for example, the scales. ACOPLA began with an input evaluation that they made to people about symptoms and manifestations of discomfort. So only when evaluating the individual enters into a cultural shock for the indigenous communities because they do not see themselves disconnected from their collective. For them, well-being, good living, is connected to the harmony they feel as a group. So, the evaluations must, on the contrary, be in a more collective way. This was not done because it was not raised in that way, but some adaptations were achieved in the language and in the methodological adaptations that made it possible to recognize other manifestations of discomfort or symptoms that could be indicating psychosocial involvement. So, let's say the part is like from understanding. Landing it in Colombia, in the ethnic communities was one of the challenges.” (HA Director)</p> |
|          | <p>“We learned, we started only with the Afro population and the displaced population, but when indigenous people began to arrive we began to serve them with the same model that we served the Afro population, then we also received training, that was a training in Cali for attention to indigenous people; but very little in groups, we have done quite a lot individually.” (Quibdó-Community Agent)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|          | <p>Pero encontrar hombres fue bien, bastante complicado y no hubo una aproximación de género, de hombre como pacientes, no hubo una aproximación. Sin embargo, pienso que estaba bastante implícito, como el modus operandi del desarrollo de las terapias, porque en las comunidades negras ¿Quiénes cantan?, por ejemplo, son las mujeres que cantan (...) Había partes donde el canto era una parte primordial de la intervención, que podría ser una parte menor, como que el grupo decidía no estar atrás en el grupo y yo creo que el enfoque de género, tal vez pudo haberse visto sin querer en una terapia grupal, ¿por qué? la terapia grupal tenía unos pasos, pero en esos pasos había la decisión interna del grupo (...) Entonces cómo eran más mujeres, claramente que ellas mismas podían ir editando o guiando la intervención hacia algo más de mujeres. Pero por el lado de la terapia individual, ahí sí no había forma (Investigador Cisalva).</p>                                                                                                                                                                                                                                                                                                                                               |
|          | <p>Es buscar ayuda aún más. Entonces, pues nuestro porcentaje de mujeres participantes era mucho más alto que el de hombres. Realmente es un tema que nunca pudimos. Intentamos de muchas maneras, pero nunca pudimos resolver efectivamente y era balancear un poco esa participación de los hombres. No fue lo que esperábamos y en ese sentido eran las mujeres, porque en donde estábamos trabajando estaba todo más normalizado que las mujeres recibieran estos servicios, que aceptaran que era un apoyo que requerían. Hay un prejuicio muy grande en Colombia en general, pero sobre todo en los hombres. (Director HA).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|          | <p>Lo otro es que los hombres son mucho menos, o son más reacios a aceptar que tienen un tema que nos puede capacitar o disfuncionalizar desde el punto de vista mental, como es el estrés postraumático, ellos lo pueden manifestar de otras formas o no manifestarlo, sino quedarse callados. Pueden tener la depresión o pueden tener la ansiedad y manejarla de otra forma. Entonces, por eso, casi siempre, las que encontrábamos nosotros eran mujeres y, además, muchos de ellos salen a trabajar o a hacer otras cosas, porque las mujeres también... Realmente, las mujeres afro trabajan de sol a sol (Directora CISALVA).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>F.4.7</b> Although the implementation of the CAM showed a majority female participation at all levels (care professionals, community agents and care subjects), the implementation did not formally incorporate the gender approach. There was an informal adoption of the complementary group strategy approach, however the results of this process have not been published.</p> | <p>“But finding men was quite complicated and there was no approximation of gender, of men as patients, there was no approximation. However, I think it was quite implicit, as the <i>modus operandi</i> of the development of therapies, because in black communities, who sings? For example, are the women who sing (...) There were parts where singing was a part intervention, which could be a minor part, as the group decided not to be behind in the group and I think that the gender approach, perhaps could have been seen inadvertently in a group therapy, why? Group therapy had some steps, but in those steps there was the internal decision of the group (...) So how were they more women, clearly they themselves could edit or guide the intervention towards something more women. But on the individual therapy side, there was no way.” (CISALVA Researcher)</p>                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                          | <p>“Our percentage of women participants was much higher than that of men. It really is an issue that we could never resolve. We tried to balance the participation of men a little, but it was not what we expected (...) where we were working, it was more normal for women to receive these services, to accept that it was the support they required. There is a very big prejudice in Colombia in general, but especially in men.” (HA Director)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                          | <p>“The other thing is that men are more reluctant to accept that they have an issue that can disable or dysfunctional them from the mental point of view, such as post-traumatic stress, they can manifest it in other ways or not manifest it but remain silent. They may have depression, or they may have anxiety and deal with it differently. So, for that reason, almost always, the ones we met were women and, in addition, many of them go out to work or do other things.” (CISALVA Director)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>F.4.8</b> AFRODES participated in the contact, the selection process and the hiring of the community agents that implemented ACOPLÉ. However, these actions were not linked to a continuous organizational strengthening process, which implied weaknesses in the transfer of capacities and limitations in the information management processes between AFRODES and HAI.</p>      | <p>“But, institutionally, there was no such design for institutional strengthening of the organization, as such. Yes? We are working... And I would think that, in addition to leaving a job developed with a target population, it would also be to think about institutional strengthening, in this case, to the organization that is a partner of mine, for me to be able to say, ready, is that, for example, let's do a greater institutional strengthening, basically, to an organization that has been working for a long time with victims of the armed conflict and that they, if we leave, for example, have the installed capacity to develop projects. At this point in life, of course, we as AFRODES, we were able to unfold and develop the project and we already know how it operates. But ready, Harland Alliance left, and we could not continue, for example, in the development of it, because the installed capacity is not there. Do I make myself understood?” (Buenaventura AFRODES Coordinator)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                          | <p>“One of the objectives of ACOPLÉ was to strengthen AFRODES in its process and let's say that we could have made a much closer accompaniment, much more sustained, which in the end we tried to do with the agreement modalities and the accompaniment and training that we offered them. When these shortcomings were evident and the accompaniment was not constant, there were some situations of communication between AFRODES and Heartland, which later I, in my opinion, feel that we were able to resolve. It is true that we were able to negotiate, and we were able to better align ourselves with the objective we had, but it was not always a loving and fluid relationship. He had his ups and downs.” (HA Director)</p>                                                                                                                                                                                                                                                                                     |



**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                     | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>“There is a significant gap between the work that one expects community agents to do with communities and the encounters and contractual processes and obligations of a project with USAID, for example in terms of monitoring. That is a non-negotiable issue, and it is something that one has to be very rigorous in the information gathering, analysis, and reporting process. And yes, we had some difficulties for the community agents to understand that it was information that had to be constantly reported. It was a lot of information, a lot of monitoring instruments. Information pre, information, post, information and report of each of the sessions. So let's say that I think that piece was also a little difficult to adjust, at least when I arrived it was not yet 100 percent adjusted and a lot of work had to be done, but I think they are lessons of what must be taken into account when one is implementing such a model.” (HA Director)</p> <p>“We were contracted for a year, for example, we are in January and in December the people who were, those people that we had in December had to be paused until they hired us again, many times it was not in January, nor in February, but in March and in April, then people had to stay there (...) I would recommend that there be continuity, that is, that it be like a labor contract but if it goes for 3 years, if the contract were for 3 years.” (Quibdó - Community Agents)</p> <p>“Well, the ACOPLE Foundation is like the result of all these years of intervention, of ACOPLE or of Heartland through the ACOPLE Project, and what the ACOPLE Foundation basically intends is to be able to be... to be interpreted as a mental health care center ( ...) Yes, it is legally constituted, it already has everything from the Chamber of Commerce, all this that has to be done. This was done about a year ago, and what is expected is to be able, through the Foundation, to be able to implement or execute resources for attention, continue to attend to the victims and suddenly be able to contract with entities that require mental health services (....) That is the challenge, to get the financiers to continue operating, to start operating.” (Quibdó ACOPLE Professionals)</p> |
| <p><b>F.4.9</b> CAM did not have continuity in AFRODES once USAID funding ended. This fact is related to the weaknesses in the organizational strengthening process and the challenges in obtaining resources for the ACOPLE Foundation, which, given that it was created a year before the closing of the project, it does not currently have the necessary experience to apply for funds that allow continuity in the implementation of the strategy”.</p> | <p>“...very sad when ACOPLE had to end because we had so many expectations and the same community; look, we still reach the communities and everyone asks.” (Quibdó-Community Agents)</p> <p>“We do not know if people in Buenaventura continue to put into practice what they learned. It would be interesting to find out if the community workers that we train in one way, or another are still community psychosocial workers.” (CISALVA Researcher)</p> <p>“Well, the ACOPLE Foundation is like the result of all these years of intervention, of ACOPLE or of Heartland through the ACOPLE Project, and what the ACOPLE Foundation basically intends is to be able to be... to be interpreted as a mental health care center ( ...) Yes, it is legally constituted, it already has everything from the Chamber of Commerce, all this that has to be done. This was done about a year ago, and what is expected is to be able, through the Foundation, to be able to implement or execute resources for attention, continue to attend to the victims and suddenly be able to contract with entities that require mental health services ( . ..) That is the challenge, to get the financiers to continue operating, to start operating.” (Quibdó ACOPLE Professionals)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>“Three sustainability scenarios were analyzed. The first was an IPS and let’s say that all the requirements and all the needs that the IPS was going to have to operate. The second was a local non-profit organization and the third was to do as a merger between a local non-profit organization with financing from USAID, as in a figure of local alliances for development with the private sector. So, we had to have a partner from the private sector, who decided to invest, and let’s say that USAID leveraged those resources. At that time, this financing figure did not exist in Colombia. So that was one of the first options that was removed. The other two remain. In the economic analysis (...) the investment required for the IPS to reach its break-even point was more or less 2 billion pesos and two years of operation with all the requirements, right? (...) The other option was the non-profit organization and that was chosen: ACOPLE is currently registered as a foundation in Cali. It is a foundation that has a mission that is to continue providing mental health care and psychosocial support to populations affected by violence.” (HA Director)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>F.4.10</b> Despite the fact that the CAM included in its design actions for dissemination and transfer of the model to SGSSS actors and PV care institutions, the transfer was limited at the national and local levels. The CAM was not adopted by other institutional strategies supported by VISP (PAPSIVI, EREG, and Entrelazando). This is related to weaknesses in the design of the model’s advocacy process, high turnover of staff dealing with these issues in the institutional framework, changes in political will, and low capacity of the local authority to articulate the supply of primary health care and the offer of attention and repair to PV.</p> | <p>“For example, there was a signed agreement and in that same agreement that was, let’s say, three years, two or even three secretaries of health could be given, and that made it like starting over again and again, and again, which is a little what happens with the public sector in Colombia, it is not only here, it is in Colombia. So that made us have to start over again, and the same thing over again.” (Quibdó ACOPLE Professionals)</p> <p>“...look, we tried our best... I am very grateful to the Heartland Alliance, because we made a very good team with the people here in the country, trying to make the project a sustainable project and that it be integrated into health services in the two cities. Until exhaustion we try to do it with the health secretaries of the two cities. I, particularly, did a lot of this management, but, again, we return to the issue that I am telling you, which I believe is an unmet challenge, which is the fact that this was never accepted by the health services as something that would solve the issue for its population.” (CISALVA Director)</p> <p>“We had two Agreements of Understanding signed with the Municipal Health Secretary, in this case from Quibdó. That Agreement of Understanding was basically oriented to make methodological transfer of our models. To transfer our models to the territorial entity so that they could implement that among the community care programs. That was our main focus (...) although they received an initial training regarding the individual care model and the group care model, it was not implemented as such because at that time the PIC Program was not oriented towards that, or the municipality did not authorize it. And they were more political issues because, politically, they define some items and ‘this and it is already committed and this is already,’ so in that political sense it could not be done like that.” (Quibdó ACOPLE Professionals)</p> <p>“I think that also, on the other hand, because the interaction with other entities and other organizations could have been stronger in the first years. I believe that in recent years we have worked more with the UARIV, working more with the MOH, but it had not been capitalized in previous years. And well, each relationship, perhaps it costs a lot to develop, and the processes take time. So, the work to strengthen the institutions could have started before.” (HA Director)</p> <p>“For a future program that can be directed by ACOPLE, there should, at a minimum, be a psychiatrist available from the organization to attend without being dependent on others. For example, the Ministry of Health, as I said, maintained one, but well, that one, in theory, did not have the time required to advance. So, it’s like that. Strengthen with the specialists in the case and, obviously, expand much more the range of action, which I see as a weakness, the range of action, basically, organizational to serve a larger group of victims. That, too, obviously means more</p> |

**TABLE 35. QUALITATIVE RESULTS – QUESTION 4**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|          | <p>infrastructure. That means a larger specialized population to care for victims of torture. This also means greater logistics, but it would be important to take it into account to strengthen.” (Buenaventura AFRODES Coordinator)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|          | <p>“At the national level, I believe that some approaches were made to the MOH to present the strategy and even the MOH was very interested in the team and the organization participating in the implementation of PAPSIVI, but it was a bit far from what the organization was thinking, but there was a very good relationship. And then for other purposes, such as the National Rehabilitation Plan, ACOPLE also made some interesting contributions in terms of the community-based approach and the work with community agents in the social cohesion component. So that learning served a lot to share with the MOH: practices, recommendations and let’s say other features that were being developed since the project.” (HA Director)</p>                                                                                                                                                                                                                                          |
|          | <p>“Not of transference, but there was also a lot of closeness, from the project we held many meetings of emotional care and we even held meetings to exchange experiences with weavers. That too is documented. People who work in PAPSIVI and in other strategies, as I said at the beginning, who had the role of community agent, so that they could tell about their experience. And at the local level, caregiver care or emotional care exercises were carried out.” (HA Director)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|          | <p>“Look, the PAPSIVI was at that meeting, the Victims Unit was there, all those you just named. <i>(Detail removed)</i> came, as the story goes, dick inside his leg, they didn’t even stop five balls. So, the truth is that I don’t know where they get all that world of things, like from the hat.” (CISALVA Director)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|          | <p>“Well, there are precisely strategies that are implementing it, in PAPSIVI you can see the community link. In Entrelazando the figure of the weaver or the weaver is also known and there are multiple strategies and programs that involve a community role in the process of care and psychosocial support. However, I think that what sets ACOPLE apart is that this role is even more important than the role of the psychologist, the social worker or the professionals who accompany the intervention. Each coupling team was made up of ten, around ten or twelve community agents, two psychologists and a social worker per direct care team, obviously. Well, there is an additional operation support team, which is leadership, but that was the team that provided direct care. So, the importance given to the role is greater. The commitment is to provide more accompaniment, more care and psychosocial support than specialized mental health care.” (HA Director)</p> |
|          | <p>“Yes, exactly with PAPSIVI. In recent years, we had the opportunity to communicate with some professionals who worked at PAPSIVI, here in the city of Quibdó, and since they also have a limit of care, so what they said was, ‘oh well, that’s it, with this limit attention, I see that there are still things to work on, I would like you to continue accompanying them,’ and it was very good. It occurred mainly with the victims here in Quibdó, with the victims who had been displaced from somewhere else and who were residing here in Quibdó. As ACOPLE was mainly here in Quibdó, so we offered care here.” (Quibdó ACOPLE Professionals)</p>                                                                                                                                                                                                                                                                                                                                 |

## 12. ADDITIONAL QUALITATIVE RESULTS – QUESTION 5

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>F.5.1</b> VISP's economic stabilization pilot was successful in tailoring its model for working with different types of RPOs with victim's participation, exhibiting different needs and levels of organizational, commercial, technical, environmental and public policy and communications capacities.                                                                                                                                                                                    | "This was, we are going to intervene 6 organizations at 6 different times and we are going to teach them." (IOM National)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>F.5.2</b> The definition of the type of support to provide to each RPO was based on the diagnosis and participatory definition of organization's needs and capacities through a strengthening plan. In general, the support had a practical approach, and included a financial investment for improving infrastructure and equipment, together with the provision of technical support, management training, and an innovative component regarding ICTs for branding and commercialization. | <p>"We have received some support, but sometimes they arrive, they deliver, but they do not ask what the association wants or what the ideals are, but rather they say, 'this is what they need' and that is what they deliver. And they have gone, and one has stayed there with those materials, without knowing what to do or where to get them. The IOM, from the first moment it arrived in our territory, always agreed with us, what the association wants, what it is aiming for as an association and according to what we wanted, they paved the way for what we wanted from them. Always telling us 'it is not what we want to bring, it is what the association wants to do, what it has in mind to do and we are here to support you in what you consider you need for the good development of your association. That is why there is a difference.'" (VISP Pilot Organization)</p> <p>"They told us, 'there is a project for this, what do you want,' it is not something that nobody imposed. In the Municipality they say, 'have these chickens,' but they don't ask you if you want to work with the chickens, it's something they impose on you. No, this was something that was born from us and that we said, 'this is what we want.'" (VISP Pilot Organization)</p> <p>"So a little bit this plan was built with them. We sat down with the organizations and told them, well, this is what you know how to do, this is what you do, you want to do this. And the organizations said, yes, and with them we built the plan (...) But let's say that this was a whole process of co-construction with them, which we later also selected, we sat down in Belén de Umbría and that's where they landed." (IOM National)</p> <p>"It wasn't like that with the IOM, they didn't hesitate for us, workshops on I don't know what, no, there were some trainings, it worked for us, but they would have burned us with workshops on one thing or another, and the money It would not have stayed in workshops like the other projects do." (VISP Pilot Organization)</p> <p>"In the agroindustry part that the equipment gave us, they helped us with the equipment because we had been working in an artisanal way and that is what encourages one, and freezers, everything they gave us, then it was very good." (VISP Pilot Organization)</p> <p>"Also, something that was very important is that the IOM, despite the fact that it trained us, left us a technical engineer to be with us there, all the time in the cultivation process. So, something that we missed, pests, diseases, the technical engineer was there. And it was an engineer that when we needed him, we called him, and he was there. He's still there, although I don't know if he's still working, but he's still there and he doesn't call you and explain to you what step you have to take, that's a very important thing too." (VISP Pilot Organization)</p> |

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p><b>F.5.3</b> VISPs economic stabilization pilot is adapted to working with rural vulnerable populations, although there was no clear differential approach for working with victims or other population groups. In a couple of cases, however, participants report valuing exercises carried out to address pain related with being victims.</p>                                                                                                            | <p>“Well, look, let’s say that we did have a differential approach, but strictly no, we did not reflect it in the project, because it was not one of the areas of analysis, how to work with women specifically? How to do it with Afro-descendant populations? How to do it with young people?” (IOM National)</p>                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“Our conditions apply to vulnerable populations... not all the beneficiaries of the projects were victims, but they are all vulnerable populations.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“Then thanks to those IOM workshops it was possible to remove a lot of pain that was inside, in that part it has been very repercussion that the IOM has come to give us support in this issue of victims.” (VISP Pilot Organization)</p>                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>F.5.4</b> While the Pilot did not have specific goals regarding improvements in the organization’s production and commercialization results, there are some reported improvements in terms of increased production, diversification, and sales.</p>                                                                                                                                                                                                      | <p>“The productive technical support was not sufficient...we accompanied the most urgent needs...we sought to be an input for public policy, not an intervention to help organizations with everything they needed.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>F.5.5</b> Despite having received training related to commercialization capacities, for instance, training in the use of social media, the establishment of organization’s web pages and support to obtain quality certificates, most organizations continue to face challenges in commercializing their products in the quantity and frequency required for economic stabilization and for guaranteeing the sustainability of the support received.</p> | <p>“The program trained the topic of strategy on how to make significant, relevant publications that generate impact, stimulate the emotion and emotionality of the public, some publication guidelines, management of social networks, the experience with that consultant was very cool and that we improved the topic of social networks, we have Facebook, the page, we publish commercial content and also social content.” (VISP Pilot Organization)</p>                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“I’m going to be honest, no, the truth is we haven’t done any business yet with the page, I think maybe beyond.” (VISP Pilot Organization)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“That is what we want, a more stable commercialization, because we sell and we make yogurts every 8 days, but I am not going to tell you we are making 500 yogurts monthly.” (VISP Pilot Organization)</p>                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“I think that there we do need a little support, a little push in marketing, and because of the economic situation, because our economic situation is not the best, it is not, so that I say ‘I am going to get 500’ and (detail removed) says ‘I’m also going to get 500 and we’re going to invest it,’ that’s a lie, we would need that, a capital to buy the raw material, what I told her, a person to help us with the organizational, with the associative we need, give it so that these girls who are like there ‘I better hope they work, give it so that they empower us more.’” (VISP Pilot Organization)</p> |
| <p><b>F.5.6</b> The Covid-19 pandemic affected the implementation of the economic pilots, having to virtualize part of the training and sessions. The pandemic also affected the local economic environments and thus, the opportunities for RPOs to improve their sales. This, in addition to pre-existing local economic barriers, including bad road infrastructure and limited internet connectivity.</p>                                                  | <p>“Basically with IOM, well, we also had some difficulties that was the pandemic, there we moved away a bit, we did not have as many things as we had, more training but we also did virtual, virtual meetings, virtual training.” (VISP Pilots Organization)</p>                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“We accompany them in the psychosocial, but there were always many downturns, in the pandemic we had downturns, because the second part of the program was in a pandemic.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                            |

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <p><b>F.5.7</b> A successful innovation of the economic pilots was the emphasis on peer-to-peer learning provided by a established organization. This allowed participants to learn from first-hand real experiences, yielding practical knowledge and motivation that accompaniment and training provided by other types of actors cannot typically generate.</p>                         | <p>“It showed us a very different panorama from what we know as an association, we had a very pleasant experience in Belén de Humbria and that was where we learned about the processes that come from other associations homologous to us and that they really have a much longer mileage than that of us and that mileage made us understand and comprehend that vision for the future, I broaden the panorama, of being a more conservative association, with more fears, it assumes more risks, we will have to assume them in these processes and knowing the different expressions served us too much.” (VISP Pilot Organization)</p> <p>“What happens is that one thing is the theoretical, one thing is to train on methodological and theoretical contents, another thing is to live an experience from the empirical but also from the technical and the theoretical, the empirical theory, or the empirical experience suddenly leads to subjecting the theoretical to the practical, so it was very important to get to know these organizations in real life, theory can handle anything, reality cannot be disguised, so we learned about that reality from other organizations where they also had many difficulties, but that these difficulties generate learning, in these associative and business processes, always the error, the difficulties, the problems will bring learning and that learning helps us to be much better, then we learned about the experience of these organizations in learning territory and we understood what is the what we had to do at the time.” (VISP Pilot Organization)</p> <p>“So it is a different way, which is not a person, a professional who has studied all his life, an academic who sits down and teaches them, tells them look, this is how they can do it, because this worked in I don’t know where or in another country, but tells them I did it here, I did it in my town, but it worked for me and this is the way to do it and it works. And I think that made a lot of sense (...) the managers stood up and told them; we started just like you, but you have to do this and this and this so that you can achieve it. So I think that was one of the most interesting experiences of the project.” (IOM National)</p> |
| <p><b>F.5.8</b> The Pilot made an emphasis on transferring capacities and empowering the organizations and local governments in the co-responsibility to continue the strengthening process beyond the implementation of the Pilots. Organization leaders, and youth members constitute relevant actors for the sustainability of the support and more generally, of the organization.</p> | <p>“All the time we had to be pushing them: ‘No, this is yours. You have to be there’ and that is why for us in the framework of this project it was very important to always be empowering and accompanying them, but doing it together, not that we did, no. Rather, we provide part, and you provide another. That was also important and that is also a lesson learned. We provide, but you also provide. We are going to give you inputs, but you are going to plant and you are going to learn to sow and then they will continue to do it alone, because we will not be here all our lives and they will have to do it this way from now on.” (IOM National)</p> <p>“What are we looking for with the project? That, if we leave, they are empowered and continue forward, but also that the institutions that are in the territory accompany them (...) that the local institutions continue to be connected with the process, seeking a little, that it does not stop and that they continue to accompany them until they need it.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p><b>F.5.9.</b>Through workshops and accompaniment, the program empowered organizations, and in particular women members, to strengthen and re-orient their work and that of the organization’s responding to a better understanding of what rural associativity is and its potential for improving income generation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>“It is not the same to arrive as an IOM, to work with an organization, and to leave and not tell anyone... because, after all, everyone supports and everyone puts... telling the institutions what you are going to do is important, and sometimes It is not done... we do come and bring together the institutions in the territory, on related issues and we tell them about the project, when we tell them about the project, there are many ideas, and everyone contributes, not only resources, they contribute other things, the mayor’s office says no I have money but I have an engineer, or you leave but I follow the accompaniment... we leave this in the recommendations, it is very important... above all because many organizations need this permanent accompaniment... if they are left alone, they strengthened and left and no they left that installed capacity.” (IOM National)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“... when one identifies an organization one also has to identify the types of leadership, because in the end they are the ones who begin to move resources and the capacities of the people who are there. Not everyone has the same ability and not everyone can be a leader, but we must seek, let’s say a little within the framework of this strengthening, so that they themselves realize this, so that the people who are at the have this ability to manage resources, because initially when these organizations are created... they need an injection of capital, then they also need people, let’s say suitable, who know how to look for them.” (IOM National)</p>                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“And my son went to learning territory, and there is another boy, my son is very good at making quesillos, and there is another young woman, (<i>detail removed</i>), who likes the matter of making <i>quesillos</i>, so I tell these children that we don’t know leave the town here, that we say ‘work here, here you have your salary,’ how wonderful, the generational change, giving employment to our youth, our rural boys, I dream of that, and I say to the <i>compañeras</i> ‘I know that the day I leave I am not going to take anything because this is not mine, this is for the person who works,’ because I cannot take anything, or yes, I can take the pot, say that the I am going to sell, so I tell them, this is like leaving a future for our children, it seems to me like the <i>berraquera</i>.” (VISP Organization)</p>                                                          |
| <p>“When the wives went, that is, the management of the association there, at the beginning, ‘I’m going because my husband arrives and is going to scold me, my husband is going to arrive and what anguish,’ that is, with that I am desperate and with that concern, not now, they say ‘no, I am going to the meeting, I am not doing anything wrong, and I am going to dedicate time to it,’ it has been removed as that limit of my husband arriving and what will he say and that I am going to have problems, no, that has been overcome, because that was also a limitation for us, and what (<i>detail removed</i>) says is how we have discovered ourselves, because we say yes we could, yes I can, yes I have the capacity, First, ‘no, well, the house, let him go help milking,’ with many difficulties because one has difficulties, yes, but this has helped us a lot for many things, personal improvement.” (VISP Pilot Organization)</p> | <p>“Something that was also very important with the IOM, and that is that when they arrive, we were already discouraged, we had no more desire to continue flying, to continue advancing with our association because we had had many losses, and they arrive and begin to work, and they make us take the impulse to continue flying. From there we began to gain strength and we began to fly and at the moment we are there, flying with difficulties, but we are flying.” (<i>Missing source</i>)</p>                                                                                                                                                                                                                                                                                                                                                                                                      |

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

| FINDINGS                                                                                                                                                                                                                                                                                                          | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>F.5.10</b> VISP's economic pilot systematized its lessons learned in documents, a webpage, a podcast and a public event. Further national level dissemination activities were not carried out due to time constraints, although local teams of the IP have informally socialized results to local governments. | <p>"In this case, I could tell you that we have improved, apart from the training we have received where each of the women is already aware, we received a very important training where they told us: 'what are we associated with here for' and we said: 'for improve the quality of life,' but what does an associate earn from what she invests? Well, we did not earn anything because we said that the project is non-profit and that nothing can be distributed. When the IOM arrives and he explains to us what a non-profit organization is and why an association has to grow, like the issue of actions, you work for an association, for the same goal, but each one must have at least its plot, which is what is going to be left to her, that is what she is going to live on." (Missing source)</p>                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                   | <p>"The main objective, (detail removed), was how to generate this document of recommendations, not how to tell the national government a little, although not only the national government, as you tell me, but also the Academy. Well, we did this research and it is a how you could do it so that an organization that is dedicated to generating income can be successful and do well, stabilize... How has it gone, let's say socializing? We did with the employment mission, and we did that through the Universidad de los Andes..." (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                   | <p>"Each thing that the document has was a product of what happened, so it was a daily documentation of what we were collecting. Ah, well, this happened, this happened with the women of Chocó, it is that this happened with Grasmer." (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                   | <p>"Putting these recommendations into practice is being done by these six organizations, which does not mean that it has to be only them, because they were the base, but rather that the National Government is aware of the project and replicates it. We did that and we are doing it a little with the council of governors from our territorial offices. And at the launch that we invited, let's say and we told a little about all the results of the project and the Ministry of Labor was there, it was at the public employment service. We invited different entities and organizations that had to do with these issues of empowerment and income generation (...) we did not do more because, let's say, we were in the closing phase." (IOM National)</p>                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                   | <p>"We have also done it with the territories through our territorial offices. What they have done is to continue socializing the results, because the idea is that as you say, yes, well, the mayor leaves and then the other one comes they no longer know about the subject, but rather that they themselves take ownership and know what the results were so that they can continue replicating it in the territories." (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>F.5.11</b> Different actors recognize the value of VISP having worked directly with victims and in topics related to economic stabilization, being a relevant need of victims, despite this not being a part of the original design of the program.                                                            | <p>"The other programs do not carry out this analytical and reflection process." (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                   | <p>"There is an issue that we did not work much on, but that I loved, and that we did almost at the last moment, and it was the issue of generating income, the issue of establishing, of taking on as a pilot, that they are going to have the possibility in Tierralta to look at it, a pilot to generate elements that would allow us to generate public policies on the issue of generating income for the victim population. This is a highly requested issue, the victims, but since we did not work with victims, we did it through an organization that today ... which is what we have and they did it in other territories. But when one realizes that, if we work on the issue of income generation, that allows a dynamic, give it a point where the current dynamics, due to the pandemic and all the high cost of living and everything that is happening, can have a greater impact on the population directly, because it is understandable that we did not work directly with the community. Generation of income if there was the possibility of working it." (IOM Local)</p> |

**TABLE 36. QUALITATIVE RESULTS – QUESTION 3**

**FINDINGS**

**QUALITATIVE EVIDENCE**

“I think that it is necessary, urgent, too important. I go back and say the word urgent, to support the victim population with this kind of projects, if USAID could study the possibility that for this region, for this country, it is very necessary to make a small push that population that wants to get ahead, that at some point had the opportunity to have it, suddenly their farms generating cattle, milk.” (IOM Local)

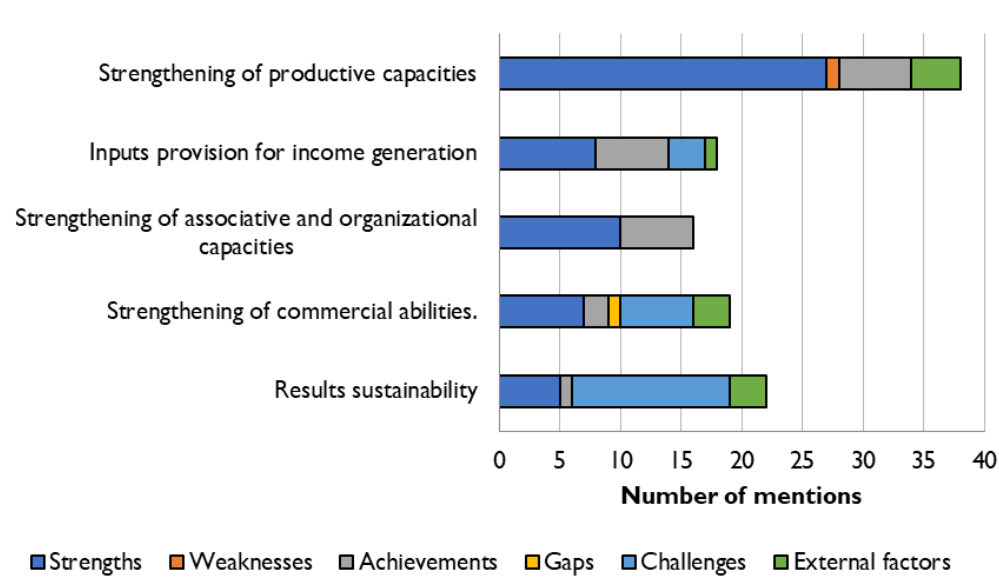


Exhibit 144. Mentions in Q5 categories vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



### 13. ADDITIONAL QUALITATIVE RESULTS – QUESTION 6

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>F.6.1</b> Interviewees consider income generation as a key mechanism that allows victims to move from receiving assistance to obtaining comprehensive reparation and acquiring the capabilities for their self-support.</p>                                                                                                                                                                                                                                                    | <p>“I would go for the issue of income generation, I believe that, although the other rights are fundamental, they are important, it is necessary to bet on the issue of income generation, so a family becomes autonomous. Not depending on humanitarian aid, because if I don’t receive humanitarian aid this month, then I don’t have a way to feed my children. Having that autonomy in this economic part and this empowerment in this issue of income generation, I think it is vital for what the law wants, the effective enjoyment of the rights of the victim population and begin to release them, right?” (UARIV-Local)</p>                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“For me it is an issue that is the link between the two things, it is what allows this transition from the assistance that comes in terms of the phases of the law to that which guarantees that self-support or allows already with that life project been, be destined or dedicated to the final stretch that would already be the processes of integral reparation.” (Non-Institutional Actor)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“And I would say that a right that must be accompanied by the victims in this last stage that is coming, are the economic and social rights, the people, how good that you and I know our rights, that we know how to access them, that we know this institutional framework, but if in real life I don’t even have how to finance the basic needs of my family and the members of my organization, well, I’m not going to live on my own, I have to live on real life. That investigation said that the link between the generation of income and the link with the housing programs were the click to get out of the state of unconstitutional things with these victims, that is, a victim who has income is already a victim who is not there all the time waiting for them to be granted (...) So, I think that this click with the generation of economic opportunities is a click that I would say to USAID, do not lose sight of it because I think it is time.” (IOM Local)</p> |
| <p><b>F.6.2</b> There have been advances regarding the economic establishment of victims, including making the topic visible, creating specifically targeted programs and setting additional points for victims in the entry criteria of income generation programs for vulnerable populations. The follow-up conducted by the Constitutional Court, the Ombudsman’s Office, the Attorney General’s Office and the VL follow-up commission has been relevant for achieving this.</p> | <p>“There has been progress in the implementation of programs such as the protection of the unemployed, the entrepreneurship law, the ORMETs, programs such as FEST, Somos Rurales, and efforts to unify instruments such as the characterization tool for profiling people who seek employment.” (Non-institutional Actor - Expert in income generation)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“Let’s say that there have been great advances in coverage, for example, I think that it has tried to reach many people, I think that there are lessons learned from trying to maintain the programs. There is a program in the DPS that has been going on for almost 3 or 4 years, that has never been seen before, which is <i>Mi Negocio</i>. Iraca, for example, which is the only rural income generation program for the indigenous population that has worked, and the best thing is that it has lasted over time.” (Expert income generation)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>“MinCommerce also mentions how the mandate given to the entity to support the generation of income for the victims has been permanently transformed into an inclusive productive development approach: ‘It is already clear that this is a Vice Ministry that not only has to work for the victims because it has an investment project, and the Law gave it a mandate, anyway, but it is part of the strategy, and I think that is very valuable.’” (MoC-Income Generation expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“I think the fact that the Constitutional Court is above politics has been important, that makes organizations do something, even if it is to respond to the Court, but do something.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>F.6.3</b> While there are policy documents setting the normative framework for the income generation of victim’s (in particular, displaced population) policy, different actors (government, experts, victims’ roundtables) agree that there is no public policy per se guiding the implementation of actions, the permanence of these, or the articulation of actors around this issue.</p>                                                                                                                                                         | <p>“There is no policy and I think there is no policy because there is no policy document. The income generation policy document that was CONPES 3616 was the line policy document for many years, but it faded, it got old and then many other CONPES came out that even competed with it. At the end of the day there was no policy document in which various entities sat down and each one said, you know what, I take responsibility for this little part of the policy, I take responsibility for this little part... So, since there is no policy document, it is not necessary that for there to be a policy there must be a document, that is clear, but if there is a document there are rules of the game. In the income generation policy there are no rules of the game, everyone does what they want.” (Income Generation Expert)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“Although this whole process is embodied in a CONPES and there is a specific route, taking it to that home route makes it not as effective.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“The issuance of the law, the regulation and CONPES 3712 were unclear in distributing responsibilities and complementary strategies between policy sectors.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>F.6.4</b> Two types of entrepreneurship income generation interventions coexist: programs specifically targeted towards victims (in particular, internally displaced population) with specific budget allocations, and general income generation programs targeted towards vulnerable populations, for which victims are eligible, in some cases, with preferential entry criteria. In general, experts agree it is preferable to have general policy instruments, but with an effective victim’s differential approach in their implementation.</p> | <p>“I think it is better to work with areas and programs that are already working... and in all these programs serve victims... to say that we are going to develop a program only for victims, it would be the same route with the same attention basically.” (DPS-Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“We would have Campo Emprende for victims, Campo Emprende for the Afro population and for indigenous people, for such a thing. That is to say, it is a lot of subjects that operationally that becomes chaos (...) So what was chosen was the subject of opening the open call and we give those preferential scores.” (MoA-Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“Having these distinctions can generate very complex things in the territory, the people of the community who have been there all their lives, historically poor, and the answer they gave us, is that I am not displaced, they will never give me anything. If we are talking about building community, those differences can end up separating us... that approach and those differences should be present to know how it improves its process of accompanying victims, disability, Afro, the operator should know that, be extremely clear, and put this approach into practice, which is not always put into practice, but the opportunities must be for everyone (...) although I know that there is a historical debt with the victims, but it is necessary to arrive in a more comprehensive way to everyone.” (IOM National)</p>         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“There are other things for which we should see the victims, in terms of psychosocial support, in terms of reparation in other ways, in terms of memory, for example, but in terms of income generation, we have to help people get out of poverty, period. To the poor, the poor and the displaced too.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                            | <p>“I told him, we are going to do two entrepreneurial projects, they are the same, well, let’s just do one and he said, but why don’t you provide psychosocial support to the victims. I told him, it’s that everyone needs psychosocial support, that is, those who are poor are not only poor, they’re screwed, they also need psychosocial support because they also have many problems. The sons are also on drugs, their daughters have also been raped, they have a lot of issues that also spiral into poverty. So there has to be psychosocial for everyone, community and psychosocial support has to exist in every project, and it has to be for everyone, it cannot be exclusive only for victims. Hence, there is a much stronger psychosocial process for victims who have some kind of psychological, psychiatric trauma, that’s different.” (Income Generation Expert)</p> <p>“In local governments, the programs that are special for victims or that have a minimum number of victim beneficiaries, see it as a problem to find all the beneficiaries that apply, in part because the victims are not trained, and in part because of the rural dispersion : ‘they had an... additional score and that additional score had to be dismantled because they are very dispersed (...) The individual support for the victims is what applies, what is collectively for only the population that has that condition , it is very difficult, because they are very dispersed.” (Local ART)</p> <p>“In the existing programs that are only focused on victims, the Ministry of Commerce reports that they have had some difficulties finding operators. And there are operators that I know that perhaps in agriculture and the DPS happens to them at the time, that they no longer want to work with victims, because it is complex, so they say, ‘for them to declare me a non-compliance, no.’ Because of all the complexities, because the capabilities are different, because the dialogue is sometimes different, because finding those that meet these conditions is difficult. So, it is also being generated, I tell you, I am not going to say who, but there are also allies who have told us ‘no, I do not measure myself against victims because the execution is a bit complicated for me.’ And that leaves us in a difficult situation of execution.” (Mi Comercio-Income Generation Expert)</p> |
| <p><b>F.6.5</b> In general, income generation programs for vulnerable populations do not incorporate a differential approach for working with victims (e.g. offering or referencing beneficiaries to receive psychosocial support related to conflict-derived trauma).</p> | <p>“Rehabilitation is a key aspect because there is robust evidence on the incidence of forced displacement on the emotional state of the victims and their performance in the labor market, (<i>detail removed</i>) mentions in a study by the Universidad de los Andes. He says that the victims they suffer from greater aversion to risk, hopelessness and low prospects for social mobility. Trauma hinders socio-emotional skills and is a poverty trap.” (Expert Non-institutional Actor)</p> <p>“We have methodologies, guidelines for a differential approach, but who tells you that <i>Mi Negocio</i> does something special for victims? No, it is the same operational route.” (DPS-Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                              | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                       | <p>“...in practice there was no differential approach, which should clearly exist (...) we had psychosocial professionals but aimed at promoting the commercial (...) the victim population requires accompaniment with a priority emphasis on psychosocial, yes, but for issues of time that is left aside... the guide can capture interesting things, but in practice they remain as in the workshops... and well, it is not an intervention process, but a referral process of those situations that are they identify and that put the business unit at risk.” (IOM National)</p>                                         |
|                                                                                                                                                                                                                                                                                                                       | <p>“Even in the work that the new strategic strengthening of entrepreneurship group of the VU is carrying out, the victim’s differential approach, at least regarding psychosocial attention, is not clear: we do not do psychosocial supply management (...) the truth we don’t have a work plan for this, we don’t do this kind of accompaniment... but we do train the ally or cooperant on issues of raising awareness in the approach and language with victims.” (VU-Income Generation Expert)</p>                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                       | <p>“I find a very great need and that IOM proved it with this women’s association in Buenos Aires. And it is how the emotional issue, the issue of human talent, the psychosocial issue is essential for a business to be successful. Yes, I see that great need and I’m like trying to see who copies me in being able to make these alliances.” (Local VU)</p>                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                       | <p>“In the Ministry of Commerce, they do report implementing the victim’s entrepreneurship support differently, for instance they granting financial support, whereas for regular enterprises they do not. However, this could be understood as a differential approach for working with vulnerable populations, not specifically victims.” (<i>missing source</i>)</p>                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                       | <p>“The psychosocial accompaniment initially starts and, which is the most important, is the issue of resilience. With the victim population, you will always find yourself with a reluctance to ‘I can’t because I’m a victim, I was a victim, I can’t get to...’” (Mi Comercio- Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                       | <p>“Because of the experience still in territory with peasant communities, I do believe that whoever attends to the victim population, whether rural or urban, has to have another language, as well as the one who attends to indigenous people or Afro-descendants, because sometimes we ask for that now in the profiles, and it is that they have to have worked with the victim population, to recognize a lot of things, that whoever has not done so does not recognize, in front of a victim who has gone through, let’s say, very complex conditions in his life.” (Mi Comercio- Income Generation Expert)</p>        |
| <b>F.6.6</b> Most entrepreneurship income generation support programs for vulnerable populations (including victims) offer a mix of entrepreneurship training, training in cross cutting skills (leadership, making decisions, communicating, etc.) and financial incentives to capitalize existing or new production | <p>“There is an issue of ignorance of the territories, of saying ready, what I want is to export and my goal will always be how to export, export, export. The day you export then it is successful. And not necessarily (...) So I think that there may also be a change of chip in the paradigm of which market we want to target, if it is more a matter of suddenly public purchases of short circuits, more of local supplies, because I don’t know, in our municipalities we do have the issue that production costs are too high. And taking production out of the municipalities is also too high.” (National ART)</p> |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                    | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| units (both rural and urban). In these, the intervention unit is the individual and the intervention's approach is assistance-based, rather than following a market-firm approach responding to the local economic context and working systematically with the private sector.              | <p>“Increasing the effectiveness of the policy should be sought. One mechanism could be to move from the nuclear (individual or household) to the community (block, village, etc.). The community has more possibilities of results and sustainability to the extent that contributes to social control, the expansion of coverage, linkages, complementarities and scalability (...) By having a community intervention, well, one cultivates, the other transports, the other sells and there you begin to link those productive chains where the whole community is part of that local chain.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                             | <p>“International cooperation can support the government with “un trabajo más académico en ver las potencialidades del territorio para poder diseñar procesos de acompañamiento orientados a esa vocación del territorio, intervenciones más contextualizadas.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                             | <p>“How do we begin to strengthen this establishment of companies from the same territory and a generation of industry from the same territory? Not of, ‘let’s bring the big private to make an exploitation,’ but how do we generate these value chains from within I think that there is also an interesting issue there, an issue of formalizing companies, in terms of creating lawful issues, how this dynamic begins to take place, and I think there is also a very strong cultural issue that must be worked on and an issue of strengthening social capital.” (ART National)</p>                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                             | <p>“...also the alliances with the private sector on issues of inclusive linkages with the sector that we believe can be a very important factor of sustainability because when we withdraw, surely the private company will be in the territories and will be able to contribute including in its value chain to entrepreneurs.” (National VU- Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                             | <p>“Successful case of a program that manages to expand coverage by making an alliance with the private sector, directly with the Ministry of Commerce: More Productive Women, which I was just telling you about, where we managed to have co-financing from the private sector, that is, we made an alliance public – private, and by obtaining a co-financing value equal to and sometimes higher than the value we contribute, we can serve a large part of the population. What is happening, that here we were able to generate a higher cost-benefit, not only because of the situation that the pandemic gave us where we started to generate by closing the digital divide, but also because of that, thanks to that installed capacity that Bavaria already has, in the generation of productive chains and generating effective market connections, we were able to start serving, say, in a first phase, fifteen thousand women.” (MinCommerce-Income Generation Expert)</p> |
| <b>F.6.7</b> More than X victims have accessed income generation programs, although the VU estimates that more than 1 million have productive units and thus could require this support, evidencing the limited advance on attention coverage, partly due to insufficient fiscal resources. | <p>“We believe that there are 1 million enterprises within the 9 million RUV, so we need this support for the characterization.” (VU-Income Generation expert)</p> <p>“Although many entities have been working on gender issues for a long time, without having a specific intention, it is because the population has that condition, most of the beneficiaries that we have in the different programs are women. And I think that we also has left several lessons on which it is necessary to delve a little more, perhaps we have not taken much advantage of the data derived from that reality, and it is that, we end up attending without having a specific axis that said ‘so many women,’ the majority are women, and that has to shed light on the design of future instruments.” (MinComercio-Income Generation Expert)</p>                                                                                                                                                 |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“The traditional income and employment generation programs have a very short scope, because compared to the magnitude of the problem, they are programs that cover thousands of beneficiaries, when the problem is millions. So, what limits that? Well, the intervention at the national level reaches us in all the territories and wherever it arrives, it arrives with limited quotas. There are also no capacities installed in the territory to complement the national intervention and there is also no culture of self-management, for the most part, not all of them, there are successful cases, but also the households themselves are predisposed to wait for help and not to manage it.” (Income Generation Expert).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“I would say that what is needed is money and political will. We have an underfunded CONPES.” (Victims’ Table)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>F.6.8</b> There are currently 8 public agencies and over 17 income generation programs that victims can access. This ample supply of programs is not articulated in an attention route, there are no general guidelines for the targeting of programs and the information on victim’s attentions and necessities is not integrated. This derives in duplicity of programs in terms of their objectives, despite heterogeneity in some of the conditions provided (e.g., the capitalization amount).</p> | <p>“We need those who are there (in the Victims Unit) to help guide a little more, both to the victims of what is the offer that works for them, and to us (MinComercio) in case we are not being relevant in what we have , right?, that the Unit can tell us, ‘hey look, really most people here are asking for something else.’ Or ‘definitely these characteristics that you are putting into the programs, it is not’ (...) The dialogue exists, we have the data, because we talk to each other and so on, but that it transcends, that it effectively becomes a systemic job, I think that we still have a challenge there as a system.” (MinCommerce-Income Generation Expert)</p> <p>“The focus group does an exercise with VU to reach the territories with the most victims.” (DPS-Income Generation Expert)</p> <p>“No one has been the gateway for projects. As there is no real gateway for the projects, each one takes the victim they want to attend to, in the way they want to focus or from the list they have. So the victims one does not know what projects they can access and what not. The second thing, the offer really comes to the victim like a drop from the sky, that is, we take a list, one day the victim is sitting at home and receives a call and they say, hey go to a training. Because of this training, she now enters an income-generating project and the virgin appeared to her because she was at the right time, in the right place, in the right municipality, and on the right list. There is also a very big targeting problem there.” (Income Generation Expert)</p> <p>“Since there is no articulation, it is a disaster, each one focuses on the one they want and nobody tells the other that they are focusing on that one. So there are victims who could have easily received five income-generating projects while there are five victims who did not receive nothing because we continue to have many targeting problems, we continue to target that I have your email as a victim or you have a cell phone, when the victims, the most fucked up victims, don’t even have email and they change their cell phone every three months because they have to pawn it , because it was stolen, because it was a prepaid line and they canceled it.” (Income Generation Expert)</p> <p>“And everyone spends money, that is not efficient, making characterizations. I think that this is one of the great challenges and it is one of how you manage to share that information to see if, for example, you are spending the same amount with the same association from Agriculture, from the DPS and from Commerce, which can also happen.” (MinCommerce-Income Generation Expert)</p> |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                    | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                             | <p>“On the issue of access to programs from differential scores, it happens that if there is no clarity on the intervention route, the scores can be set, but there are no victims or their organizations that meet the requirements, as is reported to happen with AP: ‘Well, take care of the victim population,’ and one says ‘yes, but if the victim population does not meet the requirements, even if we put differential scores, because it is a bit difficult to reach that access’ (...) Yes, but I have a political objective, yes, but include the victim population. If you understand me? It is like in that case, that sometimes that is where the disconnection may be and that is causing the victim population not to be attended to in the volume that one hope that it is being attended to.” (MADR-Income Generation Expert)</p>                                                                                                                                                                                                                                                                                           |
| <p><b>F.6.9</b> The institutional arrangement around victim’s income generation is still weak. The definition of roles and leadership have changed across time and remains unclear. Furthermore, despite the existence of articulation spaces, effective integration and communication remains limited.</p> | <p>“There has not been someone to organize the house since the policy for victims began with Law 387 and every time the years go by, in my view, it is that there are more institutions doing more things and that also does a lot of damage to politics because there is no specific mourner who answers. So that’s the thing about politics. So, the Unit for Victims undertakes undertakings, the DPS undertakes undertakings, the SENA undertakes undertakings, the Ministry of Commerce undertakes undertakings, the Foreign Ministry undertakes undertakings, lately the Ministry of Labor undertakes undertakings. So everyone does ventures and each one does it as they want (...) The downside is that there is a disparity in the programs, so there are income generation programs that offer you 7 million seed capital and there are others that offer you a million of weights. That is very serious, it is very bad for politics, for development, to establish learning, to standardize programs, strategies. Each one does what they consider and with what they have, so that affects them.” (Income Generation Expert)</p> |
|                                                                                                                                                                                                                                                                                                             | <p>“The VU’s new strategic strengthening of entrepreneurship group reports ‘we are dealing with IOM to help us, we have had approaches to work in the municipalities where they operate to strengthen them... we had a couple of meetings, we already know the municipalities where they operate but nothing has materialized.” (VU Income generation expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                             | <p>“The institutional framework for me should be very clear, the SENA should take charge of training issues. The DPS should be in charge of entrepreneurship issues and it is necessary to define whether the Public Employment Service or the DPS would carry out the employability functions, for me it is. However, there are many discussions because the decree for the formation of the Public Employment Service was also left with some gaps that no one knows very well how to play there either, but in theory it should be him in my way of see.” (Expert-Non-institutional Actor)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                             | <p>“The lack of a governing entity of the income generation policy is evidenced in programs that are duplicated with different levels of support to the participants, duration of the interventions varied but in general short compared to the times required for the maturation of the enterprises, people who benefit from various programs and other people without attention.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                             | <p>“We have just made an administrative adjustment in the entity because we realized that the issues of socioeconomic stabilization and income generation are undoubtedly issues that for different reasons we must pay special attention to, we know that there are gaps in public policy, in general.” (VUNational)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                      | <p>“The lack of articulation is evidenced in cases such as in the Integral Rural Reform plans that the MoA has led (including the rural income generation plan) the VU did not participate, and the plans do not have a differential approach for working with victims: No, the Victims Unit wasn’t really present. We really didn’t have that kind of in-depth communication with them. We were much more involved with the reincorporation unit and at that moment, you’re right about that, on that side, at the moment of the definition of the plans did not participate properly.” (MADR- Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                      | <p>“We usually always present a report on what we have, but more than anything it has been like that from the Ministry of Agriculture. How have you contributed to the issue? That is, it has been more of a point of us giving them a report than properly, well, there in, let’s say, there, something deeper with the subject of victims, taking into account what I was telling you, the restrictions that the ministry has and for him for the subject.” (MADR- Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                      | <p>“Very few of the territorial entities know that the national plans exist. So it is difficult to be able to have such coordination. They, for example, are more focused depending on the issue. For example, if they are with the ART, the PDET municipalities have a very good information on how the institutional offer reaches them, even if it is disjointed, but it reaches them. In those that do not, the issues are already different.” (MADR-Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                      | <p>“The ET do not know the investment projects, the cooperation does not go through the Mayor’s Office to tell him what they are doing, the same goes for the private sector and see if that is within the productive priorities of the territory.” (ART National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                      | <p>“In the income generation policy there are no rules of the game, everyone does what they want. At some point the DNP tried to lay down the rules of the game and later when Acción Social was created, no gentlemen, this generation of income was brought by me and they took it away and did nothing. So nobody gives a line in that case, and that is why I continue to believe that the line or should be given by the DPS as head of the social sector, although the problem with the DPS is that it would be judge and party because it would be giving a line of policy, designing policy , doing politics and almost talking about politics and well that’s very complicated. There should be a head for politics thought from something a little more macro as president, for example, one of the high councils that has responsibility for that.” (Missing source)</p>                                                                                                                                                            |
| <b>F.6.10</b> The articulation of income generation strategies with other integral reparation actions for victims is limited, for instance, there is no systematic articulation between compensation and entrepreneurial support. Additionally, other reparation measures, such as compensation, are not used as local economic strategies, despite their potential. | <p>“The lack of coherence between the reparation measures leads to the transforming principle and the internal coherence of the LV not being fulfilled.” (Expert-Non-Institutional Actor - Expert)</p> <p>“Some people attended a lot due to symptoms of depression due to symptoms of anxiety. And that symptom of depression made them... It triggered some behaviors such as anger, anger, despair, anguish. And what they mainly said is... because it was also related to another factor psychosocial and it is unemployment. So they, many demanded at the end that, although it was not within our competence, they said it out of trust, because of the good adherence that there was, that, if we heard of an opportunity of a job for them, then they would We were very sincere and very aware that we could support him in all matters of psychology, emotional and mental, but it was getting a little out of hand, but he was going to have many more tools so as not to limit himself to fear, in the face of depression or</p> |



**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                     | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|                                                                                                                                                                                                                                                              | anguish and could already, at least design a resume and take it without fear and without fear.” (Quibdó-Institutional Actor)                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                              | “You know what I’ve seen, when the compensation is going to be delivered, an official from the Victims’ Unit comes. ...moment and I feel that at that moment no attention is paid to that, because you go with the intention of looking for your money (...) I feel that it should not be at that moment, but that they come with training, a previous preparation.” (Local Government)                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                              | “There is a colleague who received little compensation, but today he has strengthened it in an Internet room. Investment and it is generating, I think, six jobs in that Internet room, imagine.” (Victims’ Table)                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                              | “... I think that what people would say before making projects is that they have the land. Where to grow, yes because? Because there can be many projects, but if there is no place to implement them, then unfortunately they will not be able to be done.” (Local ART)                                                                                                                                                                                                                                                                                                                                   |
| <b>F.6.11</b> The impact of victim’s access to income generation programs is unclear. Few impact evaluations have been carried out, and most programs do not collect follow-up information to identify results on income generation or their sustainability. | “The programs do not incorporate a robust monitoring scheme that uses input and output instruments to assess the effectiveness of the programs in terms of change in household income.” (Non-institutional Actor - Expert)                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                              | “One key thing is to strengthen what happens when we are no longer here... at DPS we try to follow up, but it is a titanic task, this costs a lot, it is time, it is resources.” (DPS-Income generation expert)                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                              | “In <i>Mi Negocio</i> with IOM we did more monitoring than in the normal route (...) we saw that the results were successful, so now in the route of my business, we made this adjustment.” (DPS-Income Generation Expert)                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                              | “One of the great weaknesses of these projects is the issue of follow-up, when one is in the territory the communities are motivated, in the formation process, the capitalization is delivered and there it is... that is where the follow-up comes in so that what was raised each person who wants to achieve, materializes (...) in subsequent visits to capitalization, we found things in the living room, in the room, the other week I started... the issue of facing this new thing is difficult, and requires accompaniment, they think that things are not going to work.” (IOM National)       |
|                                                                                                                                                                                                                                                              | “The follow-up and sustainability of the ventures does not occur because they are short projects of less than 6 months, which are prepared in two months and executed in 4 and therefore there is no possibility of accompaniment in the most strategic moments of the programs. The accompaniment is very expensive.” (Income Generation Expert)                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                              | “We have piloted the pay-for-results exercise on employability issues, but in the end what we want is two things: one, let’s say the learning remains, which is what I was referring to with the topic of the ecosystem, and it is not only to strengthen the actors but the lessons learned, what did we learn, what was useful, what was useful to us, that if they provide psychosocial support to people, I don’t know, 40 hours, if it was 40 or better, 60. And could it be that WhatsApp support now with the virtuality is what reaches people or is it the text message?” (DPS National Official) |
|                                                                                                                                                                                                                                                              | “That’s what’s difficult, that’s difficult to do that follow-up, it’s expensive and takes time and with so many things to do.” (Local Government)                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                       | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                | <p>“I think there is something very against these programs and that is that there have not been any serious evaluations of the programs, nobody has wanted to put money into it and the few people who have put money into it, well... Once the DNP put money into it and it lost a lot of money because later the programs changed due to the change of government and the baseline that had been done was useless. Nobody has really gotten involved to see if this is really generating any change or not, or what is the program of which entity that really works. As far as I know, I stayed 3 years ago there had not been a serious evaluation of programs, much less of politics because it is very expensive, because it is very complicated and because nobody knows if they are going to turn out well or not, so nobody wants to be evaluated.” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>F.6.12</b> Weaknesses of program design limit the potential impact that accessing income generation programs can have on victims. In particular, weak diffusion strategies, the low amounts of the capitalization and the short time span of the programs (and thus of the support).</p> | <p>“The victims do not find out, and there is an information gap that must be closed in some way, and there it is necessary to work much more safely with the regional Victims Unit. I think there is a challenge there.” (MinCommerce-Income Generation Expert)</p> <p>“But they never gave themselves the task that when they received that they needed someone to teach them how to drive, to give instructions on how to drive, if it is what the association really needs or does not need.” (VISP Pilot Organization)</p> <p>“The follow-up and sustainability of the ventures does not occur because they are short projects of less than 6 months, which are prepared in two months and executed in 4 and therefore there is no possibility of accompaniment in the most strategic moments of the programs. The accompaniment is very expensive.” (Income Generation Expert)</p> <p>“Regarding the scale of the programs, it is short in terms of coverage, relative to the RUV eligible population, displaced persons who have not overcome the situation of vulnerability and the duration of the interventions is short, 1 year. The evidence suggests for these prolonged accompaniment interventions, that is recommended by the 2013 Income Generation Expert Mission.” (Income Generation Expert)</p> <p>“An intervention, the accompaniment takes time and I think that is what the national government sometimes does not bet on because they have their annuity principles and they need this issue of committing resources and that is difficult because with these organizations, let’s say there is a process and it took us almost three years and then we followed up to see how things were going.” (IOM National)</p> <p>“Some were given for the store, others to work in the kitchen and the others well, that of the miscellaneous, well the truth, almost everyone stayed there, those who were given the store, they were given to start the little market, they gave them some things, but, as they themselves said, if you don’t have enough to go on, the majority sold, others ate them at home, others didn’t start any restaurant, nothing, practically everything was left there.”</p> <p>“I have seen how they sell everything they are given. So, if there is no training, nothing is going to happen.” (Local ART)</p> |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>F.6.13</b> The potential impact and sustainability of income generation programs is limited by contextual barriers including structural problems to commercialize products, the low educational levels of victims, barriers to access credit, the weakness of rural associativity, and the persisting problems of security.                                                             | <p>“We have tried to bring our beneficiaries to these spaces, but they do not have the technical capacity, they have the product but they do not have the technical requirements, the management... several things that do not give us the time or the money to inject the knowledge to support our entrepreneurs , there is an abyss between our support and the market, that is why we are seeking to lower those offers so that the other entities realize that there is a population that wants to increase, so that they adapt those programs and adjust them to the population that we have... we do not they see as a possible population.” (DPS- Income generation expert)</p>                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“Factors of security, access, being able to market what is produced, good practices come into play.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“We have a shortcoming at the moment and that is that with the access roads in the area, marketing has not always been as we wanted, we wanted to have direct marketing, without intermediaries, which helps us improve.” (VISP Economic Pilot Organization)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“One sees in those municipalities with that mining transition, with that mining culture and with illicit crops and armed conflict and victims everywhere that young people are in another story, that local economies are very brief, still very little consolidated, where informality and illegality gains a lot of ground, where the conflict is fueled through these illegal activities but at the same time there is the opportunity to generate economic alternatives that help with the territory, (...) generating 17, 18 jobs, I wish I could generate much more, but that is also the goal, the important thing is to generate employment in the territories.” (VISP Economic Pilot Organization)</p>                                                                                                                                                  |
| <b>F.6.14</b> The public supply of programs to support entrepreneurship is larger than to support employability. Both options of interventions are supplementary, rather than complementary, as a victim typically requires different abilities to access each, and as employment opportunities are not available everywhere, being particularly scarce in small and rural municipalities. | <p>“The public order situation in the communities and more so in our territories is, I mean, it is something that does not allow the communities to carry out their activities in the best way, because they are always aware that, if there is a confrontation, that if x or y situation happened. And the other, crops for illicit use. I believe that, for many peasants and Afro-indigenous people, call themselves victims, not victims, illicit crops give them more guarantee than what is legal. Why? Because the production costs are much higher than what can be produced by one robbery or one ton of coca or marijuana. Unfortunately, that is still seen in the territories, and it is what this false economy is managed in our municipalities. I mean, I think those are the biggest difficulties we have in these municipalities.” (Local ART)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“Let’s say that they are two different lines, and they are two lines that in my opinion are mutually exclusive, either you go for employability or you go for entrepreneurship, you cannot go for both because you need very different skills. Entrepreneurship is obviously the one that should take 70 or 80 percent of the population for a skills issue because the skills of this population for employability are low,” (Income Generation Expert)</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“We also need the private sector to link up more, especially in Córdoba because if you suddenly realize in cities like Bogotá, Medellín, the largest cities, the issue of employment linkage is much broader, here there is little, we lack (employments), but there is labor linkage of victims with the private sector, the mixed sector.” (Córdoba-Institutional Actor)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                            | <p>“We really don’t have companies that generate employment. Here we have a mayor’s office, a hospital and I think public companies, I think they are the three points of reference in terms of employment.” (Tierralta-Territorial Institution)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>F.6.15</b> Programs aimed at improving employability and the mechanisms through which these programs operate, do not have clearly defined access routes nor are they sufficiently known by people, especially in small municipalities and rural areas. This leads to limitations in access to the programs. An example is ICETEX's forgivable credits for higher education and SENA's training offer.</p>                                                                                                                                                                                                                                           | <p>"Give them other options. Suddenly, as she says, there are some who are faced with selling this or this, so offer them other options. As there is ignorance, suddenly they don't know that through SENA they can be trained and do other things" (Córdoba-PAPSIVI)</p> <p>"There is something as simple as the educational offer. Most of the people from the municipalities, from the villages, do not know that ICETEX has a subsidy for them and that this loan is forgivable. So, their children, the majority they are left without studying because they do not have the economic capacity to put them in a university. The SENA even goes to the places, they do not know that. No, what happens is that I go to the SENA and I took the exam and did not pass; but there are courses that allow you to open the way to the Seine. So suddenly it's not because they don't know, but because they don't know how the system works." (Córdoba-PAPSIVI)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>F.6.16</b> The challenge in terms of employability of vulnerable populations, including victims, is to achieve effective job placement. This is possible when there is a match between what the company requires and the profile, needs and expectations of the job seeker in order to close the gaps between labor demand and supply. To this end, it is important that the labor intermediation process includes services for the company, the intermediation service provider and the job seeker, and that it guarantees quality services to the actors involved (profiling, orientation, business management) on the part of the providers.</p> | <p>"Then the problem is not being or not being a victim, the problem is knowing how to make the connection between the interest of the company and the interest of the job seeker. If you manage to reconcile those interests and that the person comes to the company to fulfill with what the company needs, it is perfect, but also obviously that it meets the person's expectations because that is the other issue." (SPE-National Institutional Actor)</p> <p>"First, you put a person who does not have the skills to carry out selection processes, a person who does not know how to interview, a person who does not know how to carry out a selection process... Imagine that I send the company... a person to the company who does not do their job or who does it poorly. You end up throwing away the company's things, the provider loses credibility, the one who is looking for work loses credibility, and the company becomes disenchanted. So here is an issue, it is the issue of trust, and it is how one achieves that there is trust from all parties. Trust in the company, trust in the job seeker, in the candidate and trust in the person who carries out the intermediation process." (SPE-National Institutional Actor)</p>                                                                                                                                                                                                                                                                                                                                 |
| <p><b>F.6.17</b> The availability of strategic information in each of the phases of the employment route (registration, orientation, capacity building and employment management) is crucial to guide their actions. To this end, it is important to include topics ranging from macroeconomic issues (sector performance and economic outlook) to general information on training offers, and micro information such as the details of each vacancy and the training requirements of each job seeker.</p>                                                                                                                                                | <p>"With the company that offers a vacancy, I somehow managed to identify the needs of that vacancy and when I go with the victim, who is a job seeker like any other person, but has the status of a victim, I managed to identify the gaps that has for aspiration in labor terms." (SPE- National Institutional Actor)</p> <p>"To say something, that the private sector, the mills, which are the ones that we have in the area and that are the ones that generate the most employment in the territory, right? Yes, to say something, I don't know if there isn't a public policy that says: 'Most of the companies that generate employment for the victim population of the PDET municipalities will have an exemption in something,' so to speak. Yes, that could guarantee that the levels of employability for the victims would grow." (Popayán- ART Territorial Institution)</p> <p>"And there we have to be very pertinent in that we need, from the point of view of productive projects and job creation, to target the new jobs that these conditions that accelerated the pandemic generated and we need, from the educational point of view, to provide people with digital skills. If we insist on continuing with the same employment generation models of productive projects and education for work, for jobs that are going to disappear or have already disappeared but we don't want to realize it, then we are going to reproduce the conditions of poverty and misery of the vulnerable population among these victims." (National Institutions – Ombudsman)</p> |

**TABLE 37. QUALITATIVE RESULTS – QUESTION 6**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <b>F.6.18</b> The implementation and potential results of employment generation programs are complex as they depend on contextual factors such as the characteristics of local economic activities. In rural areas, for example, the characteristics of employment are determined by production logics (number of harvests per year, type of production, schedules, etc.), which do not correspond to current understandings and regulations on employment. This explains, in part, the lack of support for rural employment. | <p>“I also think that the issue of employability, looking at it as formal employment, always has to be accompanied by the context in which one is and let’s say the area where they live or where they are located and what may arise there, right?” (Montería - ART Territorial Institution)</p>                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“We really don’t have companies that create jobs. Here we have a mayor’s office, a hospital and I think public companies, I think they are the three points of reference in terms of employment because the others are informal jobs. If you are looking for a clothing store here, month they can pay 500-600 thousand pesos and they have to be there all day, from seven in the morning to seven at night.” (Tierralta-Territorial Institution)</p>                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“I think that this is like one of the most complicated sectors, the issue of employment in rural areas, because to begin with, it is not very well regulated. I think that from there begins the whole issue of regulation that has been tried to do for many, many years. years, and to define itself as that rural labor issue, well, it is not the same as in the cities, yes? They work at different times, in different months, you have different cycles and there is no formalization as such.” (ART National Institution)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>“Rural employability, how many rural employability projects have there been in the last 10 years? I think none, nobody wants to take that hot potato, nobody.” (Expert-National Non-Institution Actor)</p>                                                                                                                                                                                                                                                                                                                            |

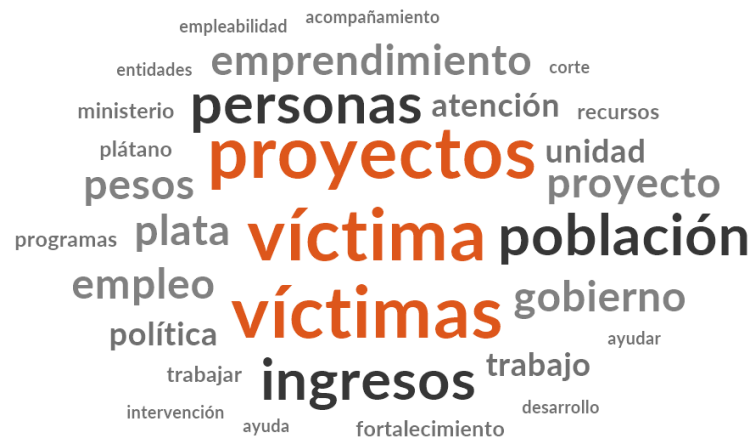


Exhibit I 45. Most frequent words of transversal category “Recommendations”, applied to every mention in Q6.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## 14. ADDITIONAL QUALITATIVE RESULTS – QUESTION 7

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p><b>F.7.4</b> The indicators designed to measure VISP's support for the implementation of the Final Agreement, and in particular the SIP, were met. However, different actors considered that there is a gap on the articulation between the VL and the Peace Agreements.</p>                 | <p>"I think there is still a challenge, and it is how to articulate the implementation of the Victims' Law with the Peace Agreements. There is a gap on two issues: on the one hand with the SIP, and specifically with the JEP, around reparation measures proposed by the victimizers to the victims; and on the other hand, with the Final Agreement's victims accord, as to collective reparation with a territorial approach. These are points that establish a bridge between the VL and the Final Agreement." (IOM)</p> <p>"Claro, qué hicieron, en los acuerdos de paz esto tiene que ver con articulación y con integralidad. Los acuerdos de paz lo que dijeron es: aquí hay un sistema de verdad, justicia, reparación y no repetición, estos acuerdos van a integrar lo que se venía haciendo en materia de reparación a víctimas y de no repetición; Pero como los acuerdos de paz tienen una lógica y lo que venía en la Ley 1448 tienen otra, vamos a hacer un proceso de articulación. El punto 5to dice: "hay que articular los dos procesos y articular para avanzar, o sea, vamos a integrar más gente a la reparación y vamos a fortalecer los procesos de reparación colectiva, reparación territorial, etcétera. Entonces, para eso el punto 5° es claro que se tenía que reformar la Ley de Víctimas, no sólo ampliarla, que es una ley de hace ya más de 11 años, es una ley que cuando salió no había proceso de paz y es una ley que hoy está, digamos, ya hizo un proceso de 10 años de aprendizaje de lo que estaba bien, lo que estaba mal. Cuando se hizo el proceso de reforma pues simplemente se hizo lo que se podía hacer en ese momento y es ampliela otros 10 años para que no nos quedemos sin ley de víctimas, pero la reforma a la Ley de Víctimas que es algo concreto, que tiene unos puntos taxativos en el punto 5°, se tenía que haber hecho en el fast track y no se hizo, y no hubo desde las mesas de víctimas, perdón, de los espacios institucionales, quien saliera a defender eso que era tan importante, porque de una u otra manera hubo un bloqueo institucional muy complejo que eso no le hubiera pasado a las organizaciones que están o que en un momento dado manejan cierta independencia y no en los periodos de dos años de las mesas, los vínculos con la unidad de víctimas, etcétera." (Name redacted, Nacional Defensoría del Pueblo)</p> |
| <p><b>F.7.5</b> Institutional (local administration) and non-institutional actors (local officials of the implementing partner and victims) who work with VISP in the territory have a restricted understanding of the SIP, and therefore of the way in which the Program has supported the</p> | <p>INTERVIEWER: "Have you participated in any project or initiative with the Truth Commission, or the SJP, or the Unit for the Search for Missing Persons?"</p> <p>INTERVIEWEE: "In none of them (...) The accompaniment here on the part of these entities is very little, that has been seen but on other sides, for example, I know people who have disappeared relatives and they have not been given any solution, that there is more accompaniment, more private, that there are no difficulties of any kind," (Antioquia-Non-institutional Actor)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                               | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| implementation of such System locally. This is explained, in part, because the actions carried out by the SIP have greater recognition and impact at the national level than at the territorial level. | <p data-bbox="720 313 1908 638">“The other thing that is a little more indirect is the knowledge of the search unit, we were going through a process of looking at the entities, this is what we do, we have these characteristics, what does humanitarian extrajudicial mean and it seems that the citizenship was left with the idea that the unit does humanitarian extrajudicial, but many times they do not define the extrajudicial humanitarian, so for example now in a project of the unit where we look at what the stakeholders think of the unit, and I find that many said that the unit remained in the explanation of the humanitarian and extrajudicial, but I said: ‘Well, what do you mean by humanitarian and extrajudicial?’ And they would say to me: ‘extrajudicial is that it is very judicial,’ not that it is not judicial but very judicial because it is extra, more, judicial, things like this that one says: ‘no’ as this is not what we are thinking, this is not. Or for example in the humanitarian, the humanitarian is confused with a dignified treatment and it is not that either, it is the whole characteristic of the victims in the center of the process, to be concentrated in the search itself and not so much in the crime of forced disappearance, or in the crime of kidnapping, but to be concentrated in looking for the people more than that is an extra judgment, the fact that the extrajudicial measures more information and the humanitarian the neutrality, the impartiality, all that as it contributes to our search.” (UBPD - Coordinator Conocim)</p> <p data-bbox="720 654 1908 784">“(…)with all the institutions created with the Peace Accords, the victims were very relieved emotionally and in their differential approach that the commission appeared, the Search Unit, all the entities that were derived from this task, the Land Unit, everything that is at the service of the victims, and they were relieved that they existed, but there was also a very big challenge and that was that the victims knew what each one was for (…)” (Popayán-IOM Implementing Partner)</p> <p data-bbox="720 800 1908 963">“The second thing, I think there is a little less participation. For example, of LGTBI people. An important participation was achieved. It was a bet of the gender group, quite interesting, but I think it is very new to be able to have access to participation and I think that here also because of the short mandate of the Commission. Of course, reports were received from LGTBI organizations, several public listening spaces were opened. Now in the Caribbean there will be a new recognition of the dignity of the victims. But since it is something so invisible, I think there is still a long way to go.” (CEV National Institution -Coordinator of the psychosocial approach)</p> <p data-bbox="720 979 1908 1157">“Notice that, is that how, I could not establish a (...) a priority because, then you cannot understand it separately victims’ law, this way assistance and this way attention and this way reparation, I don’t see it that way. But undoubtedly, it should focus on attending Popayán... and the PDET municipalities. This is a discussion we have had and it is that Popayán is not... a PDET municipality and it is... it seems to me that it is a, it is... the representation of a look that, of a look from the center that does not understand the realities of the peripheries, no, Popayán with so little budget, with so much institutional weakness, but that receives so many victims does not have a focused support from the state.” (Popayán -Mayor’s Office Territorial Institution)</p> <p data-bbox="720 1174 1908 1287">“And finally, I believe that, in terms of participation, which I think the PDETs did a very important job there, we need to make a more rural penetration because participation, today, remains very much in the urban centers. So, we have to do some exercises to link rural populations to participation, and the PDETs, in the dialogues, demonstrated the power of working in the rural areas.” (National IOM VISP)</p> |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                                                                                                                          | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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----------------------------------------------------------------|
| <p><b>F.7.6</b> There is no clarity on the part of the key informants about whether VISP managed to support the articulation between the institutions that constitute the SIP, or between the SIP and the SNARIV. This is a key aspect for the harmonization of actions between both systems.</p> | <p>“Well, I think that the first challenge they have to solve is to understand that the integral system is not only the three entities. There are other state entities that are part of this integral system. So, even we ourselves, a little bit, fall into the error of thinking that there are three entities that make up the integral system for peace, because there are others that have to do with non-repetition, with reparation, with non-repetition. Then, SNARIV is a supremely key element in this articulation with the integral system and I believe that it is not so easy. So, the first challenge, for me, is that to be able to generate (...) understanding and articulation, that everyone is part of it and that everyone must contribute to the fulfillment of this peace agreement. It is not only the SNARIV as part of the victims’ public policy, but they are also part of this system to be able to comply with the peace agreements. I believe that this is the first challenge and, along these lines, to be able to generate joint actions, for example, in the territory, and from the other side, the victims see... I do not know if today, but, at the beginning... No, I believe that today, there is still a lot of ignorance about the scope of what each one of the entities does. That is to say, although we have managed to facilitate spaces for victims to participate in these access mechanisms that the entities have, there are many victims who do not know what the JEP is for, what the Commission is for, what the Search Unit is for; and they get very confused when they arrive in the territory. So, for example, the Truth Commission arrived in the territory and at once they confused it with the Victims Unit. So, I believe that this arrival in the field, this arrival at the local level, should be more articulated between the SNARIV and the integral system. I believe that this is a need that continues to be imperative in the work and in the relationship with the victims. I would name those two.” (National IOM Integral Peace System)</p> <p>“(...) the great challenge of being able to reach the territories as a system. There are links for each of the entities, but there is no articulation as a system. According to the mandate of each one and the judicial nature of one and the extrajudicial nature of the other two, I feel that there is a limitation and that, by decree, it is in the communication, but there are things that can be promoted to do jointly, for example, the search for missing persons. Although it is in the hands of the Unit, the SJP also contributes a lot with information for the location, for the location of those persons reported missing and I feel that there is some internal resistance to be able to do things jointly. So, I don’t know if you remember the very visible case that happened in Dabeiba, that the SJP arrived alone, the SJP arrived alone to recover bodies as part of its legal mandate, but the Unit mentions ‘this is not your work, it is my work within the extrajudicial nature,’ but the SJP says ‘no, within the investigation we found this and it led us to the location of people who were missing and we found them.’ So, I feel that there, suddenly, there is an issue of egos, of saying who achieves what, but there is a lack of articulation. Both could have arrived, both could have arrived, the Unit and the SJP (...) joint things, perfectly. But the Unit says ‘No, you don’t have to get involved because of your judicial nature.’ So, I do feel that there is there as an issue of egos. That’s my personal opinion.” (National IOM SIP)</p> <p>“...and how complicated it is to assume these processes. On several occasions I identified that unfortunately there is no articulation between spaces. Colombia works with systems, our Colombian state works with systems, the health system, the education system, etc. But there is no communication between those systems, what is it that makes us and those of us who exercise certain leaderships? Well, one becomes like an octopus because one has to repeat actions, one has to double actions because as one does not communicate with the other, what is done here, has to be done again here. If we transfer this to peace and human rights issues, the same thing happens (...)” (Pasto Municipal Victims’ Table)</p> <p>“...but the problem that we have always had, that obstacle is that when this entity of the search unit comes, is that they never articulate almost with the municipal tables or even with the departmental table which is where there are all the representatives mostly from the municipalities, then there has always been that barrier that they only work with the associations but at the departmental level, associations and the others are, I forget.... When we were at the</p> |



**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                                                                                                                                               | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|                                                                                                                                                                                                                                                                                                                        | <p>departmental roundtable, we discussed the issue that they never invited the representatives of the roundtables and we had to take into account that within the roundtables there are two people who are representing forced disappearance, so they should not only stick to the associations at the departmental level. We always said that they did not take into account the two delegates of the municipal roundtables, not even the two delegates of the departmental roundtable, so that they could articulate, look, for example, now that we were in Bogotá, a little bird told me, hey (<i>detail removed</i>) there are some things in La Unión, so I said yes, when they were there I told them, this and this is happening in La Unión.” (Montañita Victims’ Table Coordinator)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                        | <p>“I think that starting from there, first that the system was given an easy name to define it, Integral System of Truth, Justice, Reparation in the integral peace system, we have to make it territorial, that is, we made a bet with the three of them so that last year it was a very good challenge and we closed with father (<i>detail removed</i>), given the eminent arrival and closing of the truth commission, then we wanted to look and we did some exercises for almost 1 year around that, so that the three entities would start to see themselves as such arranged in the territory (...) then how to integrate them as a system, a system as it is proposed, there is an enormous challenge and I believe that there are great possibilities to work with the system because the communities recognize it, that is, when you say let’s go with the search unit or let’s go with the SJP, or let’s go with the Truth Commission, the community is full of hope, there is a big focus to work on, there is a focus that the pandemic has left us and that has left us in conflict and the work that is the mental health issue, that is, the mental health issue, the psychosocial component is strong, although the PAPSIVI was born as a possibility to work on mental health issues and the whole issue of healing and reparation to the victims from the health or from the human being, I believe that the PAPSIVI fell short.” (Montería-IOM Coordinator)</p> |
|                                                                                                                                                                                                                                                                                                                        | <p>“I think there is a very strong line that if one were to say that one would have to support it, it is what I said, to articulate and harmonize the 2 systems, because it happens to us that we have the Victims’ Law on the one hand, and the implementation on the other, and the peace agreement, and there are many mistakes that can be made, or there are many successes that one would have to review, so how to transfer that experience of the implementation of the Victims Law to the peace agreement, what cooperation has worked and in this case what IOM has worked, I think that would be an important point to work on.” (National DNP)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>F.7.7</b> VISP managed to adapt to support the implementation of the Final Agreement in the territory by means of the focalization of institutional strengthening actions for the comprehensive assistance and reparation of victims at the PDET municipalities, especially in those where there were ETCRs.</p> | <p>“There is a very interesting issue that we have established in the national government and it is the articulation with the Ministry for Stabilization, which has assumed the role of leadership in the framework of compliance with the agreements of peace, however, I believe that there is a very important issue and that is how the institutional framework has been articulated around the PDET and the IOM program has helped us not only methodologically find that way of doing it but also operationally, for example the last year’s project where we implemented measures that are PDET, measures that are in the collective reparation plans, the return plans, so I think that the program not only as yes, there is the political commitment, the stabilization council gives us guidelines but the program has also helped us to implement these actions and I think that is an important added value.” (National UARIV Coordinator for Interational Cooperation)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>F.7.8</b> Some of the processes and projects related to VISP’s lines of support for the implementation of the Final Agreement could not unfold their full potential due to lack of time or human resources, especially in the case of JEP.</p>                                                                   | <p>“Another weakness is time, we did not manage to see everything we wanted to, although the contract was fulfilled, we did not manage, for example.... we did not reach the design of the conflict and feedback systems and a minimum implementation, but we had to continue to give it internally and the contract was over and we could not renew it and so on, that is, we reached a good point, but it is already in the unit to follow up on this and that is almost like cutting short a process or a process that was going at a certain speed and suddenly it goes to slow motion, that is a weakness of the process.” (National UBPd Coordinator)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>“When you do those processes like communication for peace, the entity, and this happens in all of them because I have seen it, tends to depend a little bit on the contract, so instead of taking the elements to say: ‘no, ready then here we are going to make a restorative circle with the people,’ well the people who used to do it and the experts are no longer there, but they do not feel like they have the strength in the knowledge they acquired to make a restorative circle and since they do not feel with that strength then it is like ‘we cannot do it anymore because they are gone,’ when a month before they were asking for 10 restorative circles, do you see? But that is a lack of confidence and this, because the learning process cannot take place in the 8 months of the contract, it is a much longer process and with the issues of the contract one cannot, so again it is like putting in, slowing down a car that is going at a more or less good speed and then suddenly, bam! We are going to slow down and we are going to see how we do this, there are some people trained because if they do a restorative circle it implies a little more expertise, so there are things that cannot be done or that cannot be taken, but the idea was to leave a learning experience and something remained and the idea is that we are going to continue with it.” (National UBPD Coordinator)</p> <p>“That is on the one hand, the other is internal management, internal management, we have small teams facing a huge problem, the unit has 520 people, of those 520 people we are in 17 regions with 6 satellites, that is not enough and in each team we are talking about 3, 4 people and even if we implement massive methodologies that lead us to search for many people, in any case the 120,000 I think we will not find them in the 15 years that the unit has left. So it is a very strong management challenge that no matter how much we apply methodologies and everything, it is going to be important to leave this behind, the country does not have the capacity to identify these people, this is another problem.” (National UBPD Coordinator)</p> <p>“With the Special Jurisdiction for Peace there is a constant need to have teams of people, people who can help in the analysis, systematization, contrasting of voluntary versions, construction of proposals, which now comes the whole issue of proposals for their own sanction in the cases that are more advanced, in the psychosocial accompaniment of the victims in these hearings, which are quite complex for them. So, this need is still very latent. In other words, I go back to Sweden, we had the opportunity, we have the opportunity to work with Sweden since 2019 and that has always been the need, to have human teams to provide technical assistance. And I believe that it will continue to be, that is, the SJP has a broader mandate, longer than 15 years, so it will continue to happen. I believe that this is one of the needs that they have not been able and will not be able to cover with their own resources.<br/>They manage a staff of almost 1,000 employees and they still need more people. That is, I think, the most latent need and it will continue to happen in the coming years.” (National IOM Integralpace System)</p> |
| <p><b>F.7.9</b> Within the framework of the Final Agreement, and in spite VISP facilitated the participation of victims in both the development of the PDETS and before the CEV (presentation of reports by Participation Roundtables and testimonies of victims abroad), the effectiveness of such participation has been affected by external factors (for example, problems in the consolidation of the peace seats and the persistent situation of insecurity in the territories).</p> | <p>“Because we have seen very judiciously in these last days the events that have been elaborated, the last one was the (...) where there they presented 6 reports for the SJP, a magistrate came, as a complement to the macro case of Chocó, number 4. That has been very important for us because IOM has not lagged behind in supporting the peace process. That for us is an added value that we are very grateful for because it not only serves the victims, but also the organizational and grassroots processes here in the department.” ( Montañita-Victims’ Board Coordinator)</p> <p>“We have just gone through an election process, the seats for peace. One of the greatest challenges facing not only Chocó but Colombia is to find a way to ensure that these spaces are not permeated by traditional politicking. There was a complaint from the victims’ participation table in Chocó that people who were not victims were running for office and the person they denounced actually won”. (Quibdó-Ombudsman’s Office)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|          | <p>“With those seats I was so discouraged because we had a candidate and here there was a lot of pedagogy, although we could not participate directly, but we did participate indirectly in that election and she did not make it. I think that the National Government did not comply with the special seats for Peace (...) the allocation of resources so that the leaders could visit the territories was not done on time. I think it was essential that the National Government and the Registrar’s Office had deposited the resources to the representatives who were going to participate”. <i>(Missing source)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|          | <p>“No, the candidate was <i>(name redacted)</i>, but the committee endorsed him and as we know, we know about the process, then we believed that from there we could do what we have done for Bojayá, to be able to do it in the whole department, in the 14 PDET municipalities. 12 in Chocó and 2 in Antioquia. But we did not succeed because corruption is from above. The requirements that were implemented were not fulfilled, they could not have that with traditional politics, they would have to be in the Unique Registry of Victims and they could not have money from organizational processes.</p> <p>But everything changed when <i>(name redacted)</i>, he is not part of any community council and he begins to aspire. He says he is going to aspire. He came from Bogotá to Quibdó because he is a lawyer, a group of lawyers from <i>(name redacted)</i> and he is part of that group of lawyers. He is in charge of processes with some of the victims here. The processes that he carries out, he charges the victims 40 percent, which is unheard of and he charges them 40 percent and then what he does is not a victim and as it was a requirement, in 20 days he is recognized as a victim and my daughter has not been recognized in 20 years and he has been recognized in 20 days. Because my daughter does not appear in the database as a victim and in 20 days he makes his statement and is recognized as a victim. And, what’s more, he is not part of any community council and a community council gives him the endorsement.</p> <p>That is corruption. Since he has the same money from the victims, he bought that community council to endorse him in their council. So, in that way, another thing that he did skillfully is that he is a native of San Juan, that not many people know him because he has not lived in San Juan. That in the Atrato there are <i>bocachico</i>, but not in the San Juan. Those are fish from the Atrato. As it was a very easy fish to identify that logo, we identified ourselves with the wolf of the committee and the little dove of peace and he put a <i>bocachico</i>. Then he gave a lot of money to get votes. Then to the people who gave them their money when they said they were going to vote for the one for the victims, the indigenous people said: ‘We are going to vote for the one for the victims. For <i>(name redacted)</i>. So, I would tell them: ‘He is the one with the <i>bocachico</i>.’ So they voted for that man and in that way the Lord took the camera away from us, but he did not take it away because the government allowed it, because the unit for the victims allowed it. I don’t know which official was responsible, but the unit, because a community council allowed it and because the money taken from the victims allowed it. And we believe that they will end up with an empty chair.” <i>(Bojaya-PAPSIVI Promoters)</i></p> |
|          | <p>“Another challenge, (...) regarding the peace circumscriptions, I believe that the movements that articulated among themselves to win the circumscriptions must be articulated, so that they are not distanced from the participation tables, so that they are not distanced from the needs of the victims, I believe that there is a challenge of how to articulate this scenario in the congress, with their territories and with their needs, from the participation of the victims.” <i>(Medellín-IOM Regional Implementing Partner)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|          | <p>“But we as victims in that implementation, for example, <i>(detail removed)</i>, I do not know the people who won seats, they did not come from the leadership, most of them are not from the roundtables, they are not those clear leaders that one knows that they have been working with organizations, that have been working from the roundtables. In other words, the roundtables lost on the issue of peace seats, we lost, we would say so.” <i>(National Victims’ Table)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                        | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p><b>F.7.10</b> In the context of VISP adaptation process to support the Final Agreement, the Program developed actions aimed at guaranteeing the exercise of the defense of human rights in the territory. However, it did not have a clear and differentiated strategy to protect human rights defenders, given the security problems they face locally.</p> | <p>“I believe that we must continue working, seeking institutional strengthening for the accompaniment and guarantee of the victims. I am not going to say that the department of Chocó is a poor department and that nothing reaches it, we know that it is a discourse that... we lack more guarantees, it is not that they give us away but that according to our rights we are given more dignified conditions. We also need to work on strengthening the institutional response for the victims. The guarantee for them to be able to be... in the issue of protection of leaders, the system is slow to respond to a threat. For example, the territorial entities say: ‘I do not have the resources to remove a victim,’ generally when a leader, a leader of victims or of any human rights defender is threatened, the risk is for him and his family, so sometimes we manage to get the resources to remove the person, but he stays in the territory with his wife, his children, his mother, his father exposed. And that does not let him be calm and generally they return to the territory to be killed because there are no such guarantees.” (Quibdó- Defensoria Department)</p> <p>“The IOM has given us training to organizations and social leaders to improve participation with protection measures because we leaders have threats, and they articulate with the authorities to address these issues.” (Victims’ Table)</p> <p>“Let’s say that the challenge is great, the challenge is great and difficult especially as I commented in the context of a territory that continues with the active conflict, then the conditions and what has been done, the impact would be measured differently if the whole issue of transitional justice, if there was no conflict, simply (...) see results is when there is no conflict, when that phrase of the armed conflict is already overcome, but today we are still in the middle of the conflict, then I think there is a big challenge, a big challenge in the issue of rights guarantees, the fundamental right to life for leaders is a determining factor in our territories. That is to say, starting from this that efforts have to be made to guarantee the right to life of these leaders, being exposed, victims of displacement for more than 20 years in Quibdó who are currently being victims of intra-urban displacement due to the conflict that exists, then there are great challenges in this process of implementation of the measures and to really be able to reach a stable and lasting peace.” (Quibdó-IOM Implementing Partner)</p> <p>“We still have not made much progress in this regard and I think there are many issues to be addressed. We believe that within this comprehensive peace system we also have to point to the guarantees of non-repetition because they, the population says and we as human rights defenders also propose that this is like a decoration, guarantees of non-repetition, but really the guarantees of non-repetition are not given because we are, the population is being re-victimized and victimized even more. On the Pacific coast we have impressive massive displacements. So, Nariño is a department that really requires this type of assistance, and not only Pasto, but other municipalities, for example, the coast, the mountain range, so they are territories that need that kind of accompaniment. And we have a lot to do, we in this issue of Integrated Peace System I think we have reached, I would say, like 1 percent if anything, we are short.” (Pasto- Municipal Personnel)</p> |
| <p><b>F.7.11</b> VISP supported the UBPD and the CEV in the design and implementation of actions to improve the organizational culture, among which emotional care practices for national officials and territorial teams stand out.</p>                                                                                                                        | <p>“In fact, the search process is quite painful, where the servers of the unit are exposed to very difficult processes, to see the permanent pain, to cry with the victims and others so that they also have a rationing problem inside of the unit, then if these things add up or accumulate, or if the unit does not take them, with issues of self-care, if the unit does not take into account all these things that come out of the culture and does not provide tools such as communication non-violent to manage these problems that are easier to manage, because we are going to have a negative impact on the search work.” (UBPD)</p> <p>“IOM supported a more strategic theme of characterizing the culture here in the unit (...) that is, the program had several phases, a training program with the bases of non-violent communication and with the formation of a program of</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 38. QUALITATIVE RESULTS QUESTION 7**

| FINDINGS | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                             |
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|          | <p>trainers, what was our objective? that knowledge and that way of interacting remain imprinted in the DNA of the unit. So that on the one hand, on the other hand it was the establishment of a conflict mediation system from the perspective of non-violent communication and relationship and a feedback system also from that perspective.” (UBPD)</p>                                                     |
|          | <p>“We were also involved in the entire construction of a care tools booklet for the equipment, which coincided with the pandemic so, well, we are still there, as in that distribution, but it was much easier that it was virtual and that helped in times of that of the pandemic (...) That is therefore a fairly good indicator when you start by positioning the issue of caring for equipment.” (CEV)</p> |
|          | <p>“They supported us operationally; they made viable what we proposed to take care of the people. And that is already very important, because in other places ‘But what do you need that for?’ ‘And what do you want candles for?’ Well, whatever it was, flowers or the little detail, I don’t... I know things of a symbolic nature... who realize that the other matters to us.” (CEV)</p>                   |

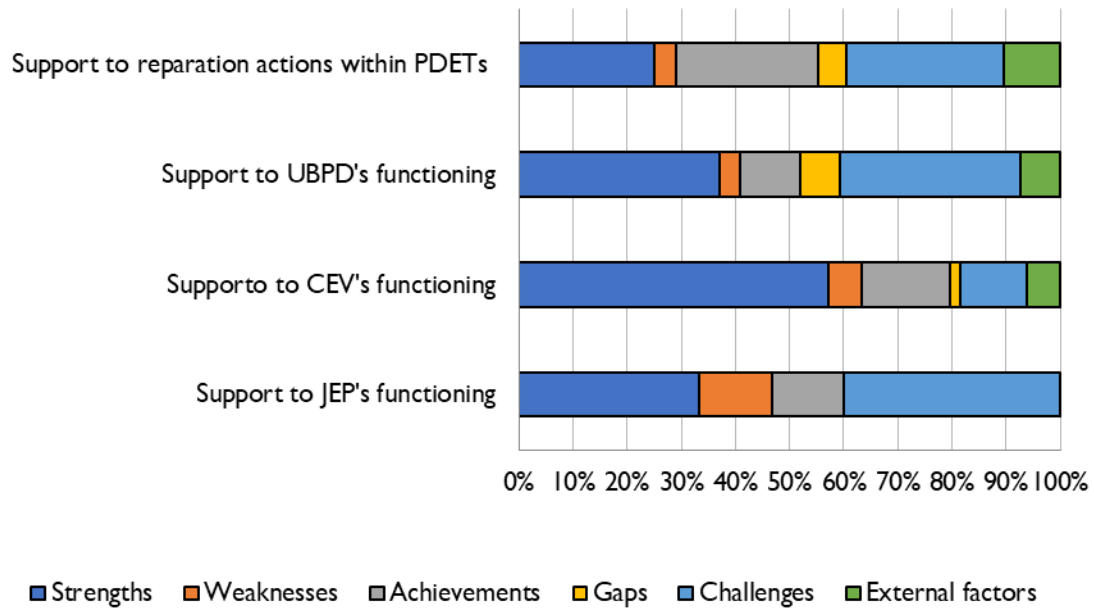


Exhibit I 46. Percentage of mentions on VISIP's support to Peace Accord Institutions vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## RADAR DIAGRAM

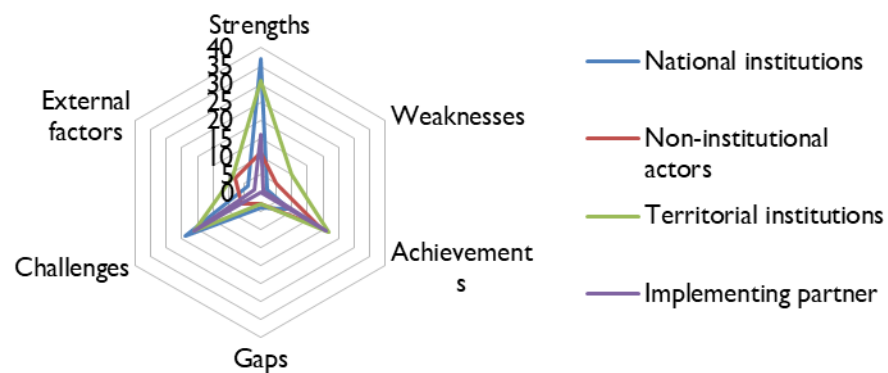


Exhibit I 47. Transversal categories vs. Actor type in all mentions for Q7.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## 15. ADDITIONAL QUALITATIVE RESULTS – QUESTION 8

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p><b>F.8.1</b> VISP committed to systematically articulating with the lines of work and particular needs of the Colombian institution, both at the national and local levels. This required a constant dialogue with the entities that enabled the program to understand the action plans of each of them, as well as its internal ways of functioning, so that VISP actions could be considered useful and an important contribution to the institutions' result framework. Nonetheless, this strict articulation sometimes can also limit VISP's work and results, as it depends on institutional will to incorporate the cooperation support.</p> | <p>"It is important to know what the objectives of each program or each institution are, to know what their work plans are, or what their actions are for each year. This is essential to do, because in many lines of the institutional strengthening program it is also possible to contribute to those lines of work of each institution. We know that some institutions are very diligent and put out their annual work plan. Even some referents sit with us and share with us those lines of work they have for the year. This is how one looks for the strengthening project to go along the line and that it can contribute to the lines of work that they have." (Caquetá IOM)</p>                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"Sure, I'm not saying it's easy. I think it takes time to adjust. Each entity is a world. In other words, relating to the Victims Unit is not the same as relating to the Memory Center or to the JEP or to the Search Unit. Each entity has an organizational culture that is different, that you have to read and know where. So, there are some that are fast, there are some that manage, there are some that are very practical. The relationship always has some complexities, but I think we have managed to overcome very well, what I tell you, understand, read the culture, understand the times, their expectations, their forms, their ways, but I think we managed it." (IOM National)</p>                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"And another thing to add is that cooperation reaches the territories and they arrive alone. They do their job on their own. With USAID we feel that when you go to work there is prior coordination with the territory, with the Victims Unit and we are always pursuing spaces, one goes as a group, as a team in Worktables. Because there are other cooperation organizations that suddenly arrive in the territory and one does not know what they are doing or they work totally disjointed." (Córdoba UARIV)</p>                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"I think that, for example, has also been a characteristic that IOM has always maintained. In its relationship it always includes the territorial entities, it has always worked hand in hand with the territorial entity and also strengthening that process of their relationship with the leaders and with the fulfillment of the agreement and all that subject of victims that they have been implementing. So I think they have always kept that respect for maintaining the relationship with the territorial entity and for it to be included in the process." (Córdoba ART)</p>                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"Sometimes the issue of handling the competences of the entities is complex, it is complex because some entities are susceptible when they feel that another entity is entering their territory, but it turns out that the policy is sometimes not so clear as to how far your competencies and where mine begin. I think cooperation work is very important to be able to generate spaces and be able to coordinate those efforts. Sometimes, the entities do not speak even when they are in the territories. One office is next to the other and they don't speak. So, generating these coordination spaces is essential." (IOM National)</p>                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"There is an issue of roles here, of being cooperation, but sometimes I also feel that there is a lot of complaisance with the entities. So sometimes it's frustrating. It is not just a money issue, you are putting your head, heart, you are putting everything you have into it to generate processes with some institutions and then sometimes the institution does not respond in the same way. And I feel that because of the diplomacy that must be had, then we become condescending. I couldn't tell you exactly what to do about this. Nor am I saying that diplomacy is just any element, I understand the role we have, but I do feel that sometimes there is that feeling of impotence, of wanting to be a little more honest from a technical point of view, like: 'I don't agree, I don't think so, you are making us waste money and time.'" (IOM National)</p> |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p><b>F.8.2</b> VISP'S articulation with the Public Ministry was particularly important for the implementation of the program, since the strengthening of its work allowed it to carry out a better monitoring of the implementation of the policy, providing guarantees for the participation of victims and establishing conditions to dignify the attention provided to them.</p> | <p>"I believe that the Attorney General's Office, well, the... control bodies, but mainly the Attorney General's Office, which has an important role of... control and monitoring, on the one hand, which gave it not only the law, but also the final agreement. But, on the other hand, it also has its innate role in working with representatives, as the Public Ministry and as a guarantor of rights in the territory. I think... they were an important actor. I understand that in some lines they were also supported by VISP, but I think that in that role, above all in intervention in the territory, as guarantor of rights at the territorial level, from the taking of statements by... the Ombudspersons. Receiving the statements of the victims, but also to provide support within the framework of the transitional justice committees, to verify, to oversee the framework of competencies of the entities as a whole, not only of the territorial ones but of all of them. I think he... played and... an important role. Also, in the evaluations that it presents annually both in the framework of competencies in the implementation of the ... public policy for victims, and in the follow-up to the final agreement. I believe that the Attorney General's Office has been an important actor within this entire process of scaffolding, implementation and monitoring of the framework of public policies and the... implementation of the actions of the final agreement." (VU National)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                      | <p>"Although the Public Ministry is not part of the territorial entity per say, it is a very important actor in politics in the territories. It has been fundamental, and we also discovered this in the early phases of the model, supporting the Ombudsperson, for example, in having adequate spaces to be able to serve the population; in having technological instruments and furniture that would allow it to serve the population with dignity; and also, articulate their work. In some cases, it is very, very articulated, but in other cases, it is not so much and in that, I believe that we collaborate efficiently in the articulation of the work that the Ombudsperson does, in strengthening its work, in recognizing the work they do. I believe that, from there, as if everything was born, to recognize that the Public Ministry fulfills an important function within public policy, not only at the territorial level, but also at the national level and that, as important, we can take it into account, not only in the construction of the diagnosis, but also in the construction of the lines and strategies that we are going to implement in each territorial entity." (IOM National)</p>                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                      | <p>"We are there, in all spaces because through all the training we have had, one says: 'Who goes hand in hand with one? well, the IAS.' At least with the IAS something is done. There is when one achieves at least a little progress or at least one who takes a breath so that things can be done." (Ethnic Authorities)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                      | <p>"So that's why they started linking up as they saw us in the transitional justice committees with something new. So, we have to talk to the Attorney General's Office, we have to talk to the <i>ías</i>, linking them up so that they also integrate here into this space of us, of the victims. So that's why there was also a lot of talk that before we declared we had to go through a psychosocial process. Yes, the victims had to be prepared because we could not allow that, in a space... For example, here there is an Ombudsman, there is one from the <i>Personería</i>, there is one from over there from the UAU. So, what (<i>detail removed</i>) came and declared, they listened to her and that was something that there was no respect for. So that's why it was said that we should prepare beforehand. In addition to that those sites also had to be suitable." (Popayán Victims' Roundtable)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                      | <p>"On many occasions, this exercise transcends other agencies, it transcends to other entities such as the Public Ministry, which (<i>detail removed</i>)... The <i>personería</i>, above all, in Nariño, that was something that was seen a lot, that our exercise ended here and continued with the <i>personería</i>. We take it and we both get, not only economic savings, but in time and effort." (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>F.8.3</b> The program found in the VU an ally of special relevance for the strengthening of public policy for</p>                                                                                                                                                                                                                                                              | <p>"Our main institution has been the Victims Unit, because it is like the governing institution in charge of the technical part of the implementation of the law, so for that, for us, the entire team of the Unit has been key, and in fact, more than trying to have a good relationship with them is like doing a good job." (Caquetá IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                          | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| victims in Colombia. The foregoing, recognizing that this institution is in charge of coordinating the entities of the national government for the implementation of the VL and, also, articulates its institutional offer for territorial entities.                                                                                                                                                                              | <p>“Yes, the Unit for Victims is very important, as coordinator of the system, I think it was our natural partner all along, because the main task of materializing (the policy) in the territories is anchored there (Cauca IOM)</p> <p>“That planning that is done, those planning instruments that are made -which the Victims Unit requires- and corresponding studies that we as a territorial entity also carry out. If we as a territorial entity comply with the studies, with the plans, with the whole issue of the implementation of that Law, then we will have more possibilities than from the national government, through the Victims Unit and from the other institutions and Ministries. and International Cooperation and from the Government and from the same municipality we can directly or transversally be able to meet the needs of the victims.” (Montañita- Mayor’s Office)</p> <p>“The UARIV is the institution that makes a very strong presence, of visits in the territory and all the subject of victims, as corresponds to them. They are always constantly visiting the municipality, with all the projects they are carrying out, especially individual administrative repairs, the issue of humanitarian aid, the issue of the individual who is returning and relocating, the latent threats that exist in the territory. They are also made within the framework of the transitional justice committee, the UARIV also attends, it is responsible for that issue.” (Vigía del Fuerte IOM)</p> <p>“In an articulated way. For example, we with the Victims Unit carry out many joint meetings, of mutual support where, if they are going to carry out a route -obviously that comes from the national level- they invite us to see which of the suggestions we can make regarding the care provided in the victim care center.” (Córdoba Ombudsman).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>F.8.4</b> VISP managed to position itself as a fundamental ally for the victim population. The strengthening and support provided empowered this population in dialogue and participation scenarios, and also promoted the multiplication of their organizational capacities. However, different key stakeholders consider that a future program should place greater emphasis on the direct work with victims’ organizations. | <p>“In the psychosocial aspect it helped us to overcome many barriers that we, due to the conditions of victims or the effects of the conflict, were not capable of influencing. They gave us some tools, they gave us strategies and with those tools and strategies we were able to develop our advocacy as leaders, intervening in transitional justice committees, intervening at the departmental or regional levels. Because here we were also doing processes with other people from other tables and other departments, and then that also helped us grow as people.” (Popayán Victims’ Roundtable)</p> <p>“And thanks to the support of USAID and IOM, we managed to make people aware that such a thing could have come about thanks to the struggle of the collectives, and that was through the communication process that we carried out. As a national table, we already make our own pronouncements without the need to tell the Unit ‘write such a thing for me.’ No, we ourselves already make our communications to public opinion, totally independent and nobody can tell us anything. For example, yesterday we spoke about what happened in Putumayo, and who is going to say no? Previously yes, previously the Unit was scandalized and made a show, because everything had to be first through them. Not now, thanks to the empowerment they gave us, because we are no longer afraid, we do not feel that we have to ask everyone for permission to publish anything and we feel capable of being autonomous.” (Victims’ National Roundtable)</p> <p>“Members of this group learn things and share them on the same level with each other, peer learning. So, they share and meet every time. We have supported several of these meetings and, depending on the theme that they are going to develop, we accompany them with technical work to reinforce a particular issue; we bring allies, partners, the Javeriana, the friends of Resuena, the friends of Valle, well, things to strengthen issues that they require. It makes me think that the challenges that come for these 10 years that come from the Law require political subjects, who understand this in a slightly different way, who understand that it may be the last chance to materialize the integral reparation processes for the victims.” (Popayán IOM)</p> <p>“I think that something that could work a little more, and not because it hasn’t happened in the program, ... it is to continue the work of strengthening organizations as well. Make this deployment that has been done from the technical and from the operational</p> |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                 | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                          | <p>with the institutions and, in that same sense, should work with organizations and communities. Because I feel that, if you strengthen an institution, but you do not strengthen its interlocutor, it is not that you are generating such an important impact because for something to work, you need both, both the interlocutor and the receiver, to be strengthened and horizontally they are talking about what same and in the same terms.” (IOM National)</p> <p>“Through the organizations you have the opportunity to spread information, to support grassroots organizations. Let’s say that the Unit has never been closely linked with them specifically, and I believe that this is the basis of the intervention. And of course it was necessary, for the next time it is necessary to equate the loads. It is not that the organizations have not had support, that the victims, the tables, have not had support, they did. But if one were to do the victims program again, today ... we would have had to do the 2 processes from the beginning so that they would walk together, and we would strengthen them together. That is my opinion, of course, they will always tell you ‘it is an institutional strengthening program because we are no longer doing direct care.’ It is seen that we needed to do it parallel. Obviously, there were many other agencies and institutions that did it, but for one to have the integrality of the intervention, one should have considered it.” (Antioquia IOM)</p> <p>“I think that there is also a great need, I don’t know if it exists or if it is done, but also not only a program through the institutions that strengthens the victims, but also strengthens the groups of victims, the organizations. That the dialogue is only done with the governments, but also that they understand that there are also groups and organizations of victims. Throughout the country there are many organizations or there are many victims trying to organize themselves to work for their populations and we have left them aside. So, I think it is also important that those organizations and groups be strengthened from the victim assistance program.” (Victims’ National Roundtable)</p> |
| <p><b>F.8.5</b> VISP managed to establish strategic alliances with other USAID programs, as well as with other cooperation agencies in order to strengthen program’s interventions, working together to have greater scope, and avoiding the duplication of actions.</p> | <p>“I don’t know if you know that currently for a year or more than a year, 2 years, one of the emphases that USAID is making a lot with the operators and with the different programs or activities, as they call it, is the Regional Integration Strategy. So, there is a super strong emphasis on coordinating with other programs in the area, making synergies with them, which seems wonderful to me. I am going to give you an example, both with victims and with the new program that we are implementing now called Weaving Lives and Hope, perhaps one of the first things we did was hold meetings with the programs that were in the areas where we were to tell each other What am I going to do and what are you doing in the area, to look for meeting points. Finding meeting points is not so easy.” (IOM National)</p> <p>“We call that team the LCT Local Cooperation Team. The fundamental thing about these meetings is to know who, from our own family -because we cooperation treat each other as if we were family-, do what and where. It is something fundamental and this same work is also done with the institutions, because the work we do is with the institutions, hand in hand with them. So, initially, through this space we make ourselves known who we are, what we do and who we do it with, right? in the first place not to duplicate actions.” (Caquetá IOM)</p> <p>“There is something very important and that is that an international cooperation group was created at the national level and they maintain an excellent relationship not only...there is a relationship between the unit, the Colombian State and the cooperation agencies. So let’s say, that relationship from the national level transmits a very good energy to the territories about what they are doing with the cooperation. So, one is never predisposed because one is always on the contrary, he says: Well, the Cooperation Agency came and it came, it went to strengthen us, support us, accompany us and we see it as something very good, supremely positive.” (VU Caquetá)</p>                                                                                                                                               |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                                                                                      | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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|                                                                                                                                                                                                                                                                                                                                               | <p>“IRD invited us to a very cool process that we later continued. They invited officials and leaders in a coaching process to generate management skills. It was great because it meant taking on important mobilizers in the secretariats and in the victims’ organizations and giving them particular training on many issues that would improve their managerial capacity. And that is about observation, about recognizing what methods I have used, what are my personality traits that connect with yours, I have empathy or definitely not, what am I after. And that exercise that IRD invited us to was so cool, so powerful that later we got involved, we invited them to do more of this in the other municipalities and at that time they couldn’t. And then they invited us, but we participated accompanying what we could do as technical assistance, that is, sometimes without having to apply resources but as technical assistance, given that we had already gone through that exercise with them. So, I believe that we did not have a competitive work but rather a complementary one.” (Cauca IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                               | <p>“With other agencies as well. We also articulated, for example, with UNwomen, because we, in this issue of women leaders, in the issue of protection, UNwomen was supporting Putumayo, we, Montes de María, and we made several exchanges because they were autonomous processes. And here, in Putumayo, there were some problems among the women, so we managed to get them to have an exchange on how they handled the Montes de María table, so that they could learn and so, with UNwomen, on women’s issues, we articulated very much. With the UNDP we also had an articulation already with a project that we had with the MPTF for the strengthening of the territorial deployment of the system for peace. With who else? Especially those two.” (IOM National)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                               | <p>“Yesterday I was in the first meeting with Swiss Cooperation, there was a member who is in this process and he mentioned about this rehabilitation house, no, about rehabilitation, they were even talking about it, I talked to them about seeing how it is working with other cooperators to help strengthen what is already there. So this month we are holding some meetings to, as it is said, gained knowledge of what is progressing with United Nations agencies, then... or with other cooperation agencies. What (detail removed) says is that, that this has been one of the fundamental reasons and here from cooperation, look at how they can be articulated with other cooperation actors to strengthen what already exists, then it seems to me that it is a good action, because there they go to get these actors, but it must be strengthened. You know that we always satisfy a need and another appears, another and another, but from a functional point of view, I find it very interesting and important.” (Cauca Governorate)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>F.8.6</b> Although the interviews little mentioned the role of the private sector in the framework both of the program and of the implementation of public policy for victims, various actors recognized that private actors were relevant in the implementation of certain services, including physical rehabilitation and employability. | <p>“As I was saying, we start new hires in 2021. Offers of service were made. Some EPS have been liquidated and the liquidation of those EPS, these users have practically directed them to other three, to Nueva EPS, to Sanitas and to Coosalud and they have all allocated all of their users to the hospital, including the physiotherapy part that we did not have before with the previous ones. This has meant that we have more and more users and an influx of them here at the institution.” (Quibdó Hospital)</p> <p>“The sustainability of this is given and I think it is the most wonderful thing about this project. And it is because it is already part of the services provided through the EPS and that makes it absolutely sustainable. In the oldest centers, I was last week in Anorí, which is not that old, it is already totally self-sustaining, because it already sells a significant number of services. Additionally, in many cases what it allows is that there are even surpluses and that helps the hospitals where the centers are to do other things in the hospitals, which, as we know, a good part of the hospitals in this country are bankrupt, because the system it’s pretty regular. Rather, it is a project that is part of the Colombian health system and that is what makes it absolutely sustainable. Being part of the health system and EPS services -since there are no EPSs that are exclusively for victims- then obviously there will always be people who are not victims who access the services of the centers. Whenever I go to a center... right now we went to Amalfi too, the first and most important task, the center is already installed, is to make the contracts with the EPS because if you don’t have contracts with the EPS the centers are not sustainable. Obviously, we always do research to find out which EPSs have the most victims and we try to make those contracts first, but anyway, if there are other EPSs that can be contracted to sell services, it is also done in such a way that they have fewer victims.” (IOM National)</p> |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                  | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                           | <p>“We have had cases in which we are working... For example, in Cauca, with a municipality that has some very interesting agricultural projects and within the PAT exercise and accompanying the table we realize that there is a group of women victims who are coordinated with the mayor’s office to allocate resources for a project, for example, to plant hot peppers or avocado. So, automatically, we make that diagnosis, we realize that it exists and within the search, in the mapping of actors that we carry out, we find that it exists on the part of the private sector. That happened to us in Antioquia, if I’m not mistaken... Sorry, in Cauca, in Valle del Cauca with the Haas avocado and with the hot pepper. So, there was a multinational company that imported avocados into Mexico. So, fortunately... In fact, USAID accompanied us there to visit that project. What we did was try to improve that agreement, in reaching the agreement for the sale of hot peppers and that. And in Nariño, we had a similar case, but with the Coffee Federation. We also had a similar case in Nariño where an indigenous community summed to take care of a nature reservation that turned it into a hotel project for ecotourism and scientific tourism. That was done through the strengthening model. So, the short answer would be, all the actors that contribute to the socioeconomic development of the area and, among them, can be from NGOs and cooperation agencies, such as private.” (National IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                           | <p>“I believe that one of the definitive strategies is how to work directly with private companies on employability or entrepreneurship issues. Starting from the needs of...I try to say it, from the needs of the client, that is, in this case the client to generate employment is the private company. So how do I create a business ecosystem, let’s say with companies from the department of Nariño, and I tell them: ‘well, where are your weaknesses here? Which are? What are your needs in this?’ And the company tells me: ‘Look, my needs are this, this.’ With these business needs, I am already going to the victim population and I tell them: ‘you have to be trained in this because the only way to have a job at the private company level is based on it.’ Then the training processes are training or technical qualification according to the needs of the company. This will facilitate levels of employability of the victim population much more.” (Nariño IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>F.8.7</b> In some particular actions of the program, the academia played an important role by implementing research and also formulating strategies for strengthening institutional actions related to the attention and reparation of victims.</p> | <p>“Last year we were beneficiaries by IOM of a diploma in intercultural conflict management and territorial peace. That was a diploma course that was offered by IOM with resources from USAID and that was given by the Javeriana University in Cali. A very complete diploma course on the subject, there were benefited communities of the department, we are 5 also from the Government.” (Government of Cauca)</p> <p>“With the universities, on the subject of historical memory, we had substantial support from the University of Antioquia. With the psychosocial issue we had strong support from the San Buenaventura University and the CES University. They made some very well-constructed and important methodologies.” (Antioquia Truth Commission)</p> <p>“We did it with the support of the University of San Buenaventura, we made a much more robust process, because obviously they have all that capacity installed, active and everything, and it was a lot. So, they have been strategic partners for all that training issue, for all that issue of methodological constructions, in which we have accompanied very fully, because we have been fully integrated into the construction process, but in the implementation, they have been the organizers.” (Antioquia CEV)</p> <p>“This institute has been an expert in research topics for many years. We worked with them on an investigation related to the recruitment and use of girls and boys in the armed conflict by the FARC. It was work carried out over 10 months, last year, that allowed 1,050 interviews to be conducted throughout the country with victims of forced recruitment as minors ... Two reports were obtained, one for the Special Jurisdiction for Peace and the other for the Truth Commission. These reports made possible to account for those recruitment practices that the FARC have not recognized within the route of the integral system.” (IOM National)</p> |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                                                                                                                                                                                                                                                                                             | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p><b>F.8.8</b> VISP played an important role within multi-actor work instances, in which institution, international cooperation, academia and victims' organizations came together to articulate actions and strengthen processes related to victims' attention and comprehensive reparation.</p>                                   | <p>"A committee was formed to permanently monitor the implementation of PAPSIVI. Who attended that committee? The manager of public health attended, his delegate, the director of human rights of the departmental government, the University of San Buenaventura and IOM. Those were the 4 partners, and we were eventually accompanied by a referent from the Ministry of Health." (Antioquia IOM)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                      | <p>"That space, a participation subcommittee, in the Medellín Mayor's Office it was called that, in the Governor's Office it was called institutional and organizational strengthening, that's what that subcommittee was called. And then IOM assisted those subcommittees with an important role, and joints were generated there, not only with these entities that I mentioned but also with the Attorney General's Office, with the Ombudsman's Office. And I also remember that, in the case of Medellín, the University of Antioquia, organizations such as the region, in Medellín, but also other organizations like the IPC, in short, civil society organizations attended." (IOM Antioquia IOM)</p>                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                      | <p>"...an alliance called the southern alliance. So, see that there is a prioritization of territory that implies being differentiated in a problem and in an incidence of public policy. That alliance of the south is the incidence of public policy that has to do with public policy of victims, public policy of combatants and construction of peace, education for peace and so on. There are 22 organizations inside, 22 organizations, and today we have the technical secretariat... Finally, there are some elements, some problems that we must try to influence so that they support the different policies because everyone can add up, because a pool of 22 institutions can do much more than all the number of vests that can be in the territory." (Córdoba IOM)</p>                                                                         |
|                                                                                                                                                                                                                                                                                                                                      | <p>"There is an education for peace alliance, an alliance that had its starting point in 2016, perhaps in 2020. It was led by IOM at the time also in terms of the technical secretariats and there was a key focus there at a structural moment in Colombia when there was this whole movement on human rights issues and on human rights abuses and human rights vulnerability in Córdoba, with the leaders. How do we go about setting up a chair on peace issues, on project formulation issues for these leaders as well, because we also have to look for tools, and that education for peace ended up working with a peace chair for teachers and schools." (Córdoba IOM)</p>                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                      | <p>"In addition to the cooperation reference point, there is also a space called the ELC. It is a space that leads or is coordinated by OCHA, the office for the coordination of humanitarian affairs. There, in the local humanitarian team, which is a representation in the territory, there we sit, the 24 agencies of the United Nations, no excuses 13 agencies of the United Nations, international NGOs that add up to 23 and local NGOs that we reached about 30. we all sit down and there is a space of several lines, one of contextualization of situations in the territory. In the humanitarian and development line there is also the offer that we are working on. There is also a space where we identify meeting points to establish coordination agreements on a more bilateral basis, so there is another element there." (Chocó IOM)</p> |
| <p><b>F.8.9</b> Through VISP implementation, IOM and USAID established relationships of trust with both public institutions and the victim population, being considered as an objective cooperation agency, with great technical capacities and ethical values, responsible with the execution of their projects and with a deep</p> | <p>"The mediation of the IOM, by having a... recognition of the social and community actors, helped us to bring the victims' organizations closer together. It was not only the institutional support, but it was also the bridge that built trust between the victims and the State, in this case the mayor's office, the great difficulty was that. The distrust, I was already telling you, the quite limited resources, I was already telling you the lack of information, the technical weaknesses that we had at that time, were there at an initial moment." (Popayán Mayor's Office)</p>                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                      | <p>"I would also point out something very important that is the result of all this and that is the trust that has been generated with the victims and trust towards the Ombudsman, but also towards the IOM itself. I believe that as a result of this work, as a result of very good work, we managed to open the doors of victims' organizations, of victims in the territories that view the Ombudsman with</p>                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**TABLE 39. QUALITATIVE RESULTS QUESTION 8**

| FINDINGS                                                            | QUALITATIVE EVIDENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| commitment toward communities affected by Colombian armed conflict. | very good eyes today and view with very good eyes the work that is has done with IOM. I believe that the degree of acceptance of the victims is the point that most clearly shows that the work has been successful." (National Ombudsman)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                     | "The other time someone came from USAID, I don't know, someone came from the national level and for us it was joy, we almost cried because they really are allies, that's a strategic ally when you don't have support, not just when you're well . That is, when one is in that weakness, then support each other, not only when we are well, that is, let's walk together, but when there are some weaknesses, because that is where we want support." (VU Nariño)                                                                                                                                                                                                                                                                                          |
|                                                                     | "I believe and am convinced that the opening that the institutions had was very positive, that is, they believe that USAID in the territory is very well positioned; but when a USAID program arrives there is openness, that is, because they know that we are serious, because they know that what is brought has its foundation, because we do not come for 6 months, but for a proposal of 4-5 years, that generates an important relationship." (Córdoba IOM)                                                                                                                                                                                                                                                                                            |
|                                                                     | "In that scenario one found, for example, indigenous scenarios that are quite complex, that are very reluctant to not have an involvement in their own dynamics, in their times. However - something to be rescued from the program and the people who were in charge of the program - I think that with that attitude of respect towards the dynamics of both the State and the social organizations, because they managed to gain the trust of the ethnic organizations, peasants, of victims. And when they went with the State, transmit that trust to the State entities. I think that was one of the strengths of the program, that it had a methodology that respected its own dynamics a lot and that generated trust." (National Ombudsman's Office) |
|                                                                     | "And the other thing that IOM achieved is trust. The agency enters the territory and there is no risk, it is not received with suspicion, neither by the indigenous communities nor by other actors, nothing. That means that they do a good job, that they are people who had no difficulties with anyone and who knew how to enter the territory. As I say, we are suspicious of the territory, even us as a public ministry." (Municipal Ombudsperson's Office)                                                                                                                                                                                                                                                                                            |

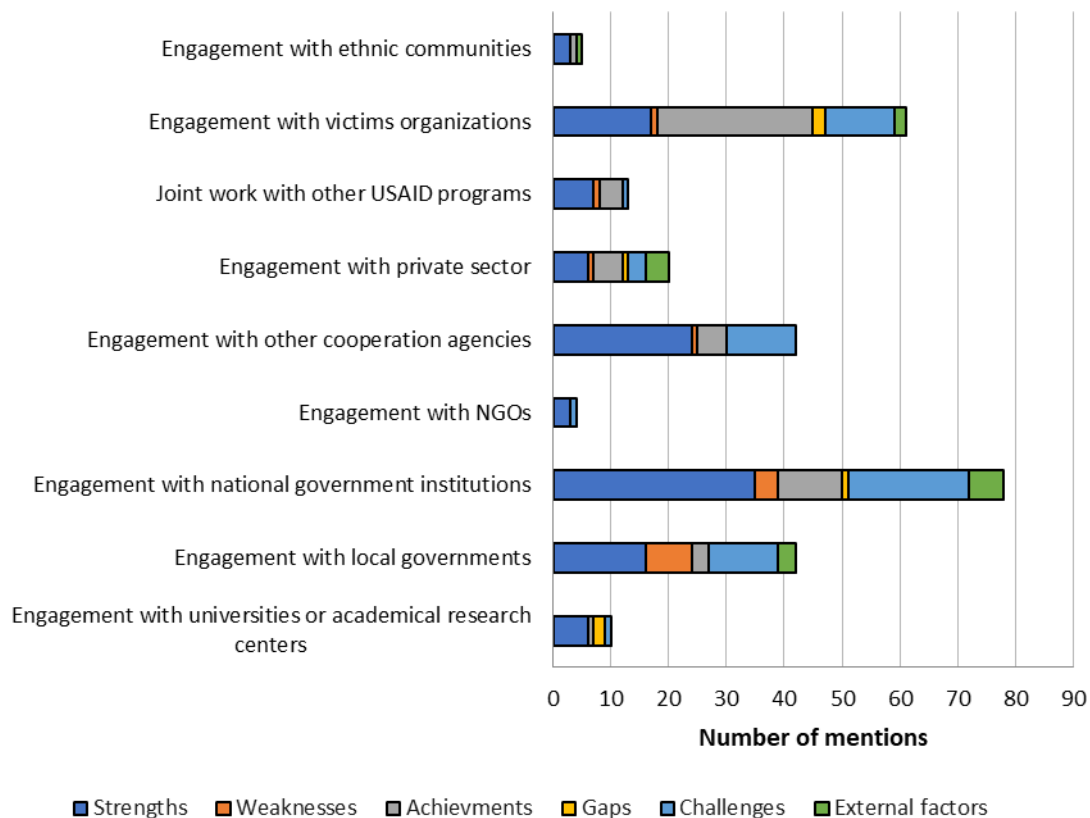


Exhibit I48. Mentions in Q8 categories vs. Transversal categories.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## 16. CROSS CUTTING QUALITATIVE VISUALIZATIONS

The following analysis was carried out with T-LAB software (of all data in transcriptions of all interviews). T-LAB software comprises a set of linguistic, statistical and graphical tools for text analysis. It allows exploring and analyzing conceptual patterns in a text corpus as a way of interpreting reality, through word frequency, consistency, and associations. The observation of categories, themes and emerging relationships within the units of analysis is useful during the research process to elaborate and verify working hypotheses. On the other hand, T-LAB provides different types of tables and graphs to visualize the relationships within the corpus and their meaning which allows presenting evidence to support findings.

Among the analytical options of the software is the CO-OCURRENCE ANALYSIS which makes it possible to map the degree of relationship between keywords within a corpus. Co-occurrences are the number of times two or more lexical units are present in the same subsets or paragraphs.



## WORD ASSOCIATIONS



Exhibit 149. Words most associated with "Entrelazar".

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

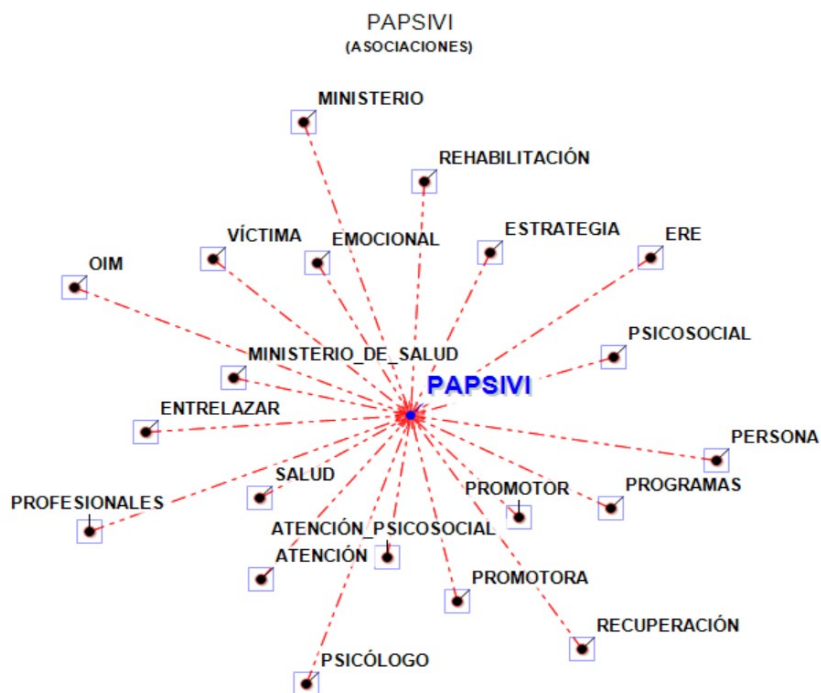


Exhibit 150. Words most associated with "PAPSIVI".

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



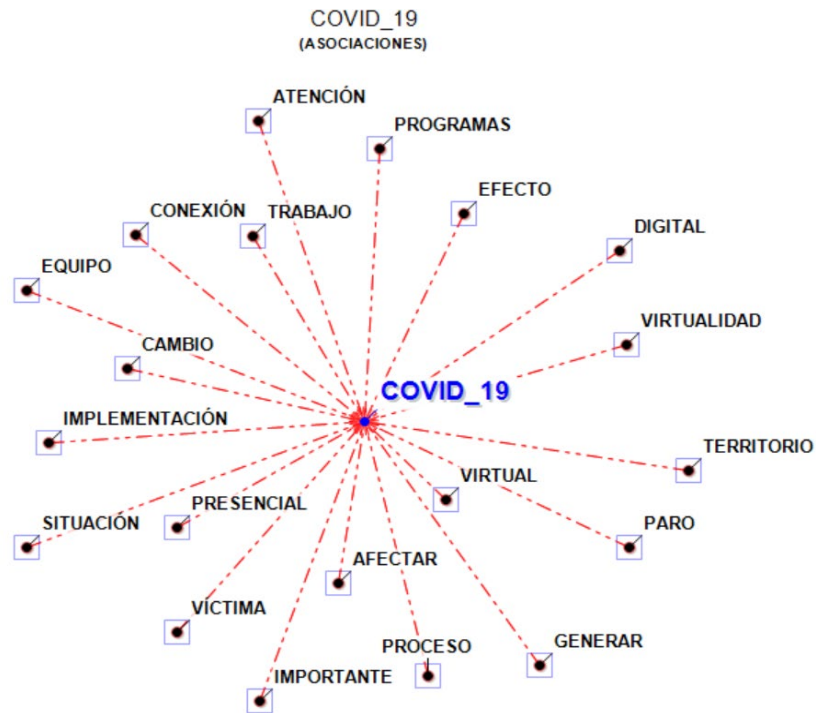


Exhibit 151. Words most associated with “COVID 19”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

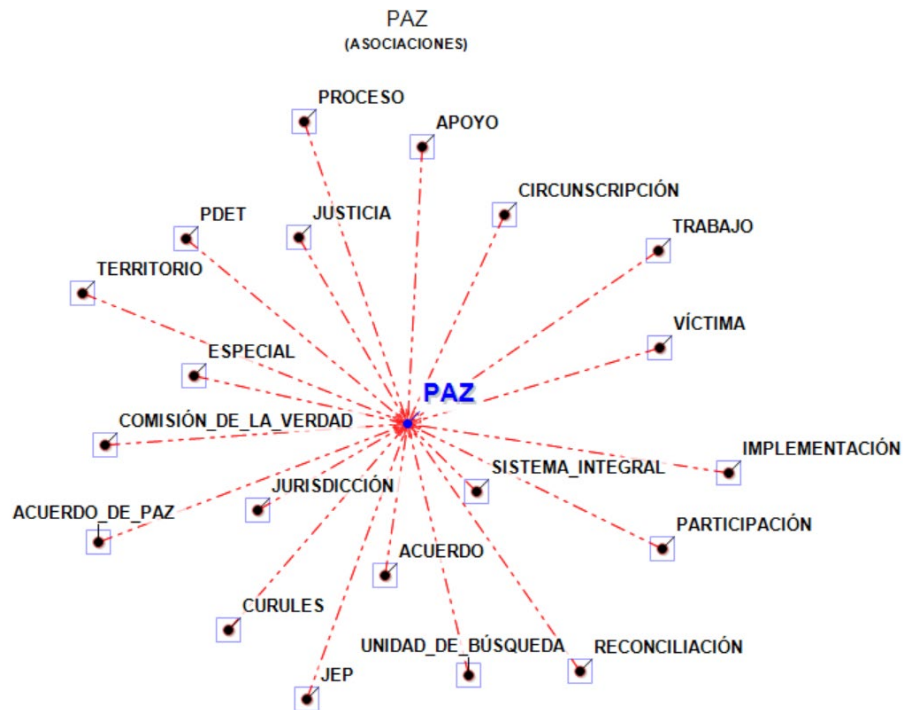


Exhibit 152. Words most associated with “Paz”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

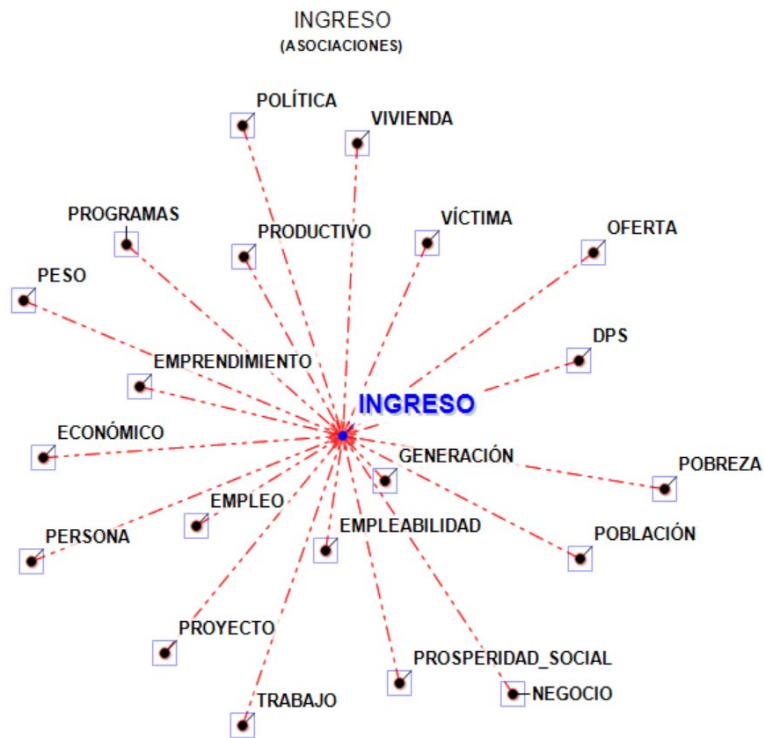


Exhibit 153. Words most associated with “Ingreso”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



Exhibit 154. Most associated words with “Participación”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



## SEQUENCE ANALYSIS

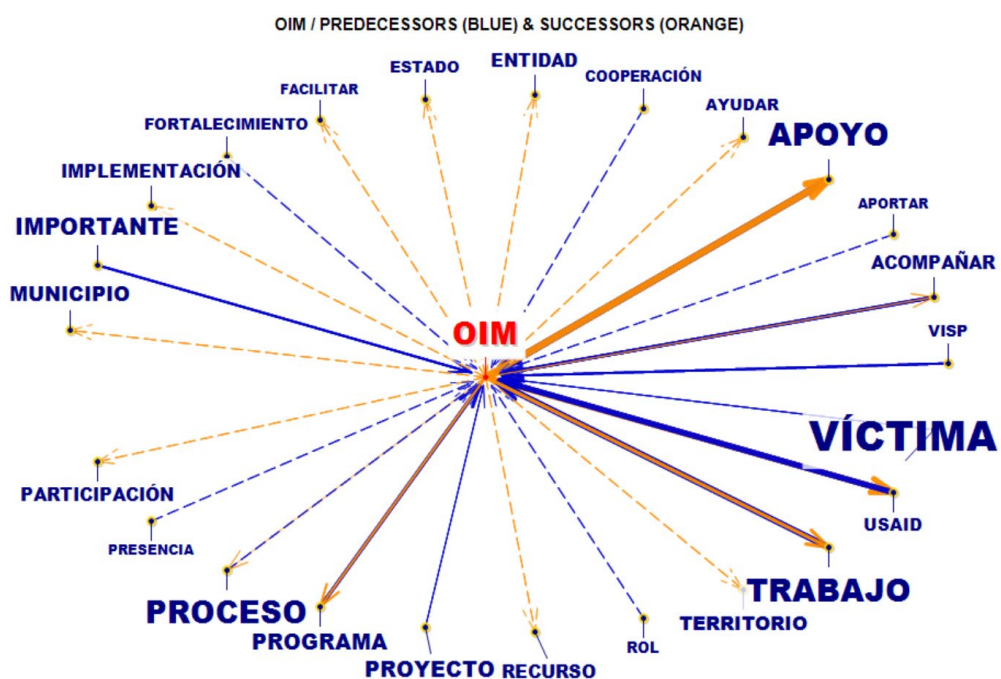


Exhibit I57. Most associated preceding and following words to “OIM”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

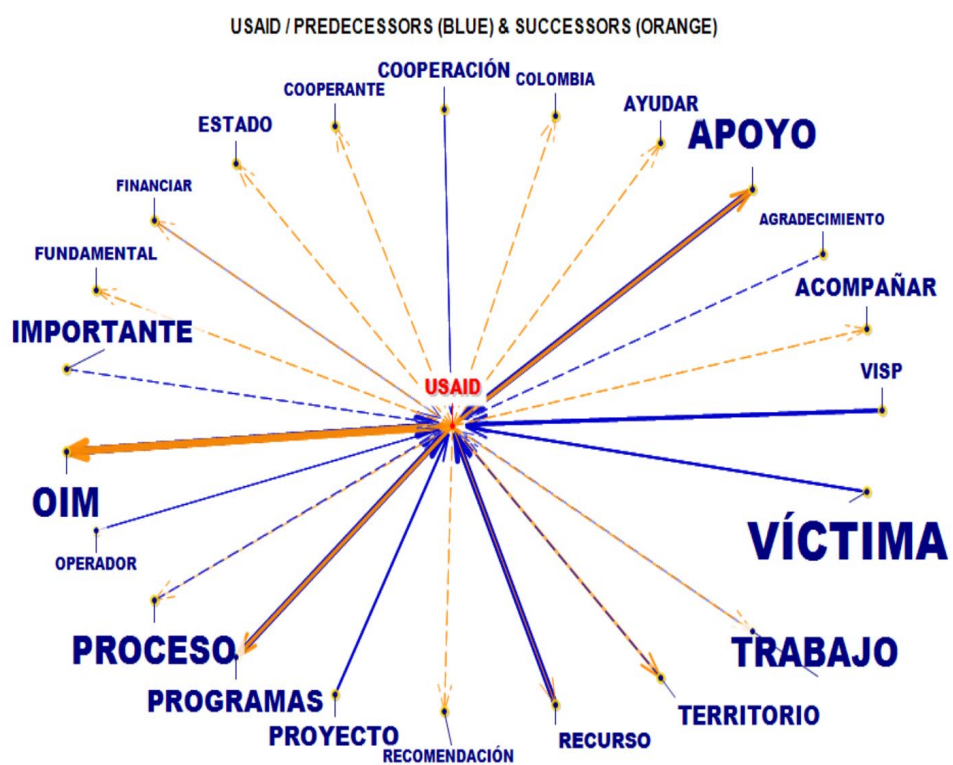
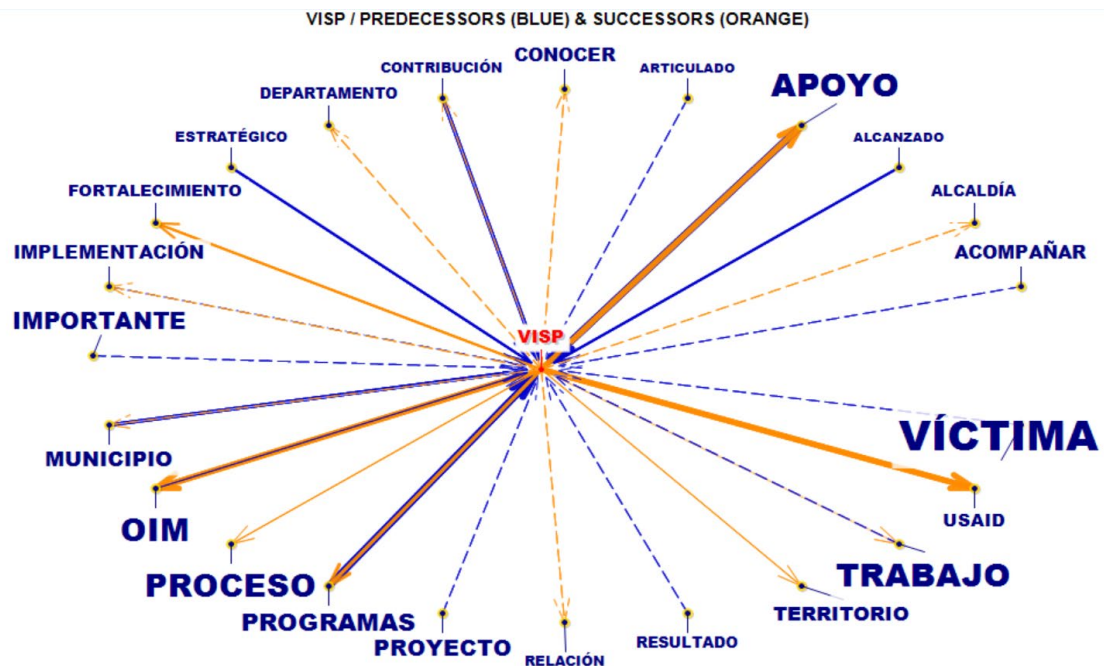
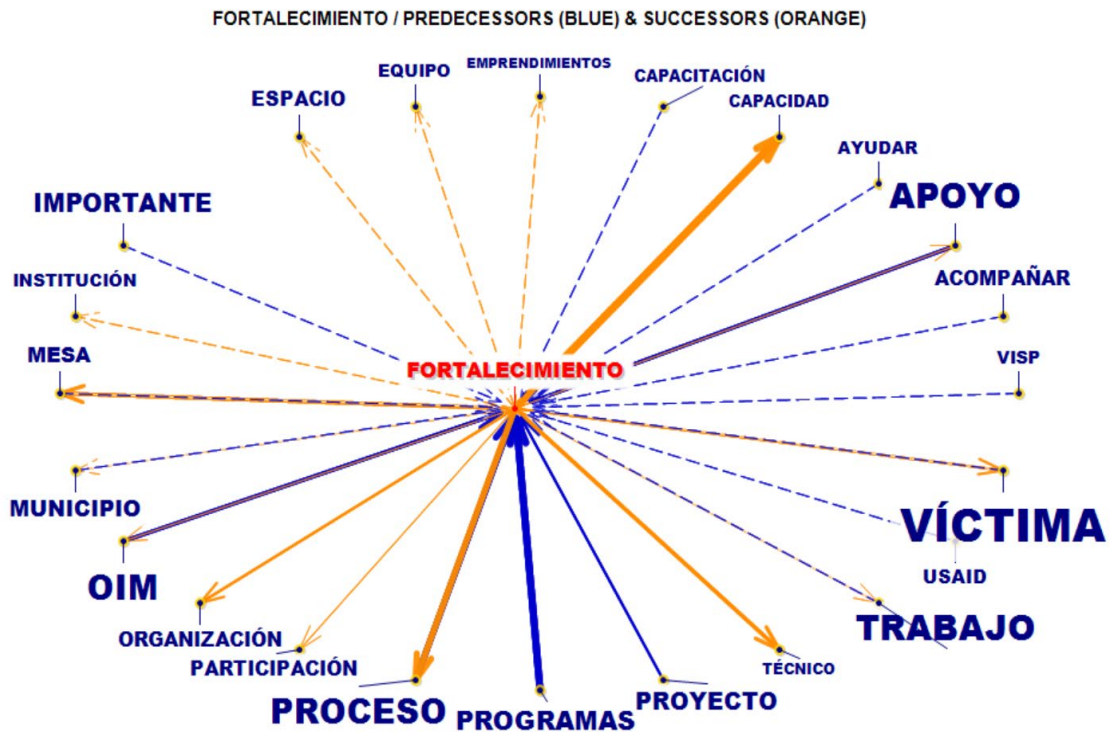


Exhibit I58. Most associated preceding and following words to “USAID”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM



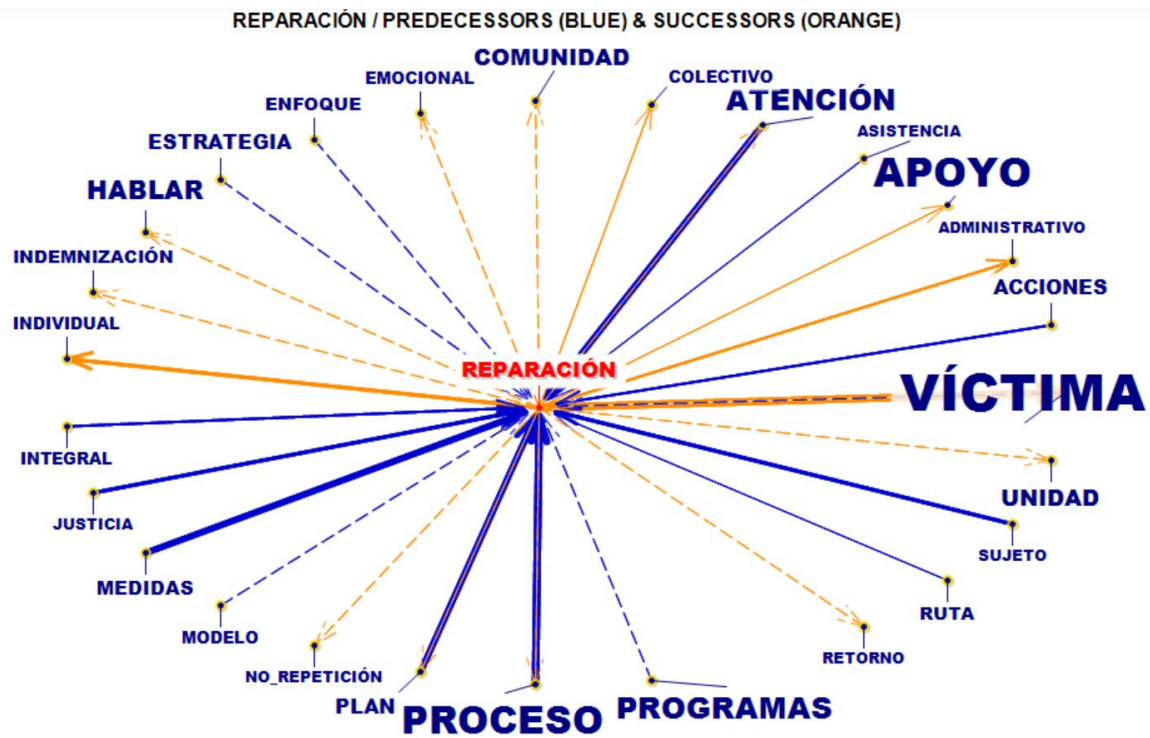


Exhibit 161. Most associated preceding and following words to “Reparación”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

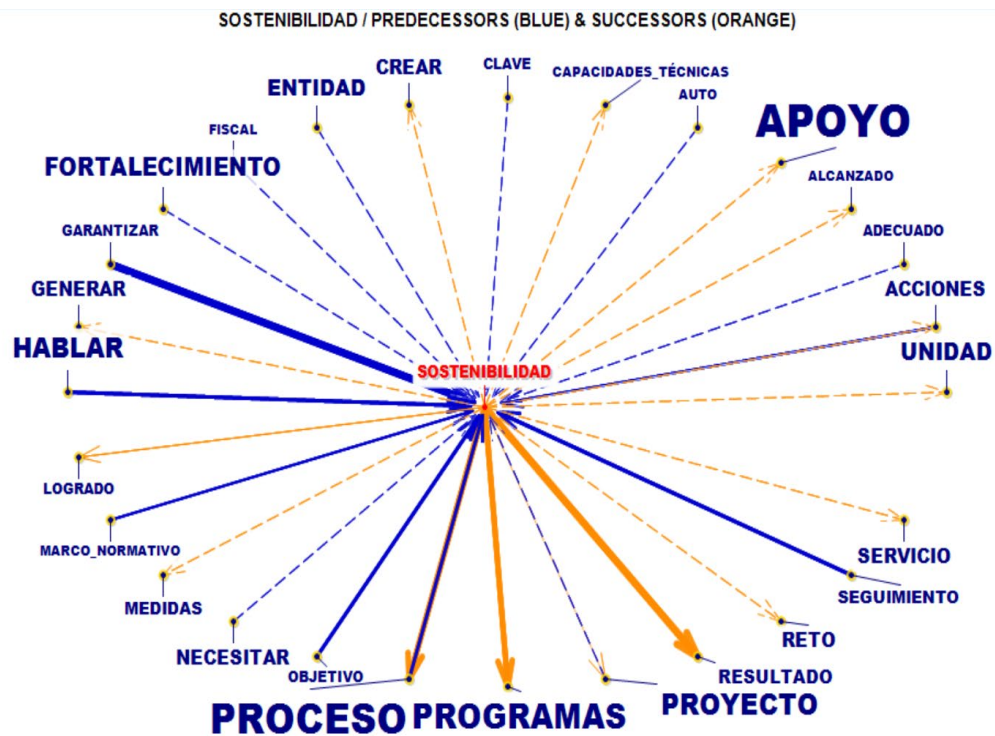


Exhibit 162. Most associated preceding and following words to “Sostenibilidad”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

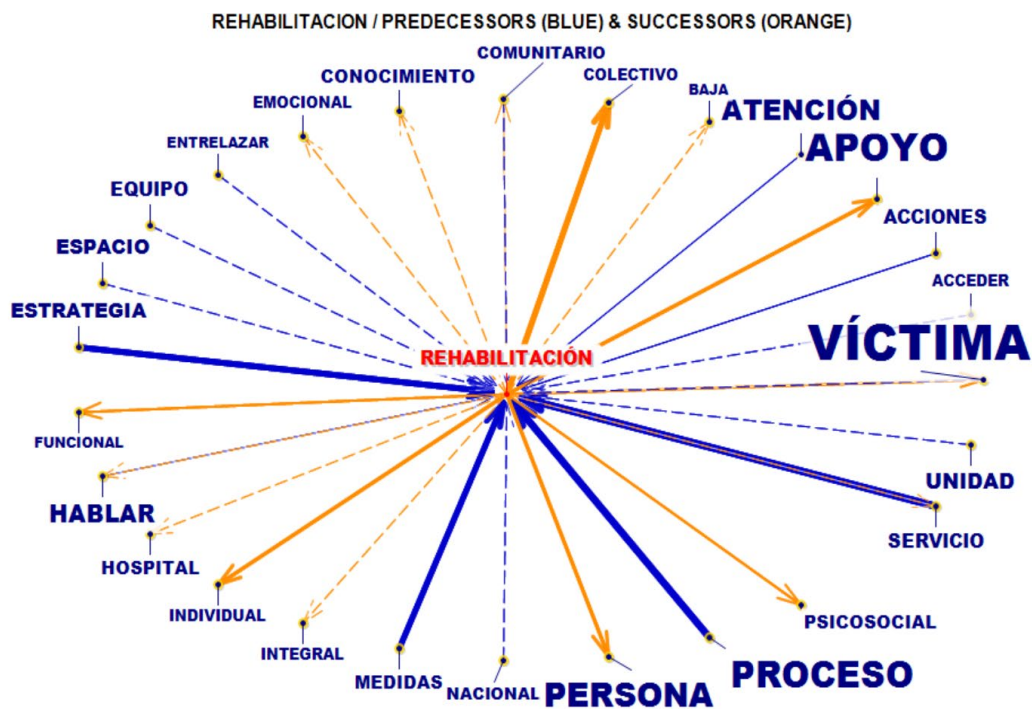


Exhibit I 63. Most associated preceding and following words to “Rehabilitación”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

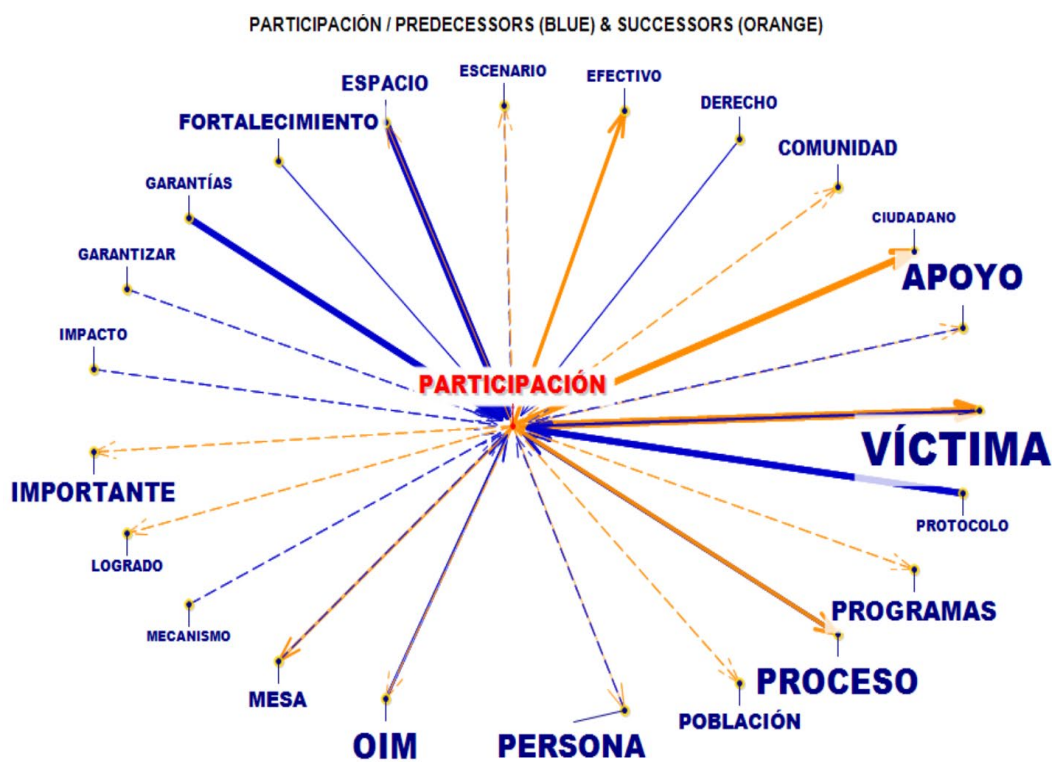


Exhibit I 64. Most associated preceding and following words to “Participación”.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

## ANNEX C: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS MATRIX

TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE

| EVALUATION QUESTIONS                                                                                                                                                                                                                                                                                                                            | ANALITICAL THEME                          | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Question 1.</p> <p>To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> | Victims' registry and information systems | <p>F.1.1 VISP's support to diagnosing victim's socioeconomic characteristics and identifying their needs stands out.</p> <p>F.1.2 The development of VIVANTO, carried out with VISP's support, improved the pertinence of the assistance provided to victims, allowing different public agencies to identify individuals directly and efficiently through the RUV.</p> <p>F.1.3 VISP supported the development of virtual training materials and tutorials for the use of information systems.</p> | <p>C.1.1 VISP decisively supported the strengthening of the victim's registry process, the development of information systems and the development of training tools to increase appropriation and sustainability in their use. These actions improved the timeliness, pertinence and follow-up of the attention and reparation measures for victims, what contributed to overcoming the unconstitutional state of affairs in this component. (F.1.1, F.1.2, F.1.3)</p>                                 | <p>R.1.1 Coordinate actions to continue strengthening VIVANTO, in terms of standardization and integration of new sources of information with national initiatives for interoperability and integration of administrative records of social programs, allowing for a more comprehensive knowledge of the different programs accessed by the victim population, improving precision in the measurement of progress in the implementation of the VL. (C.1.1)</p> <p>R.1.2 Support the improvement of the use of the information collected in Information Systems such as VIVANTO for public policy decision-making, through the implementation of cutting-edge data analysis methodologies to gain efficiency in the processes (e.g. validation of the information provided through the declaration, the generation of preventive alerts based on events that increase the risk of victimization in the different territories and the automation of measurements of monitoring and follow-up indicators of the VL). (C.1.1)</p> |
|                                                                                                                                                                                                                                                                                                                                                 | Psychosocial rehabilitation               | <p>F.1.4 VISP made structural contributions to the rehabilitation strategies for victims (PAPSIVI, EREG, and Entrelazando).</p> <p>F.1.5 VISP supported the training processes of the victims linked as community agent roles in Entrelazando, EREG and PAPSIVI.</p> <p>F.1.6 VISP supported the monitoring, evaluation, and systematization of the rehabilitation measure strategies.</p>                                                                                                         | <p>C.1.2 Regarding Psychosocial Rehabilitation, VISP was a key ally for the theoretical and operational consolidation of rehabilitation models, for the mainstreaming of the psychosocial approach in assistance, care, and reparation actions, and for the appropriation of actions of emotional care in various organizations. (F.1.4, F.1.7, F.1.8)</p> <p>C.1.2 Regarding Psychosocial Rehabilitation, VISP was a key ally for the theoretical and operational consolidation of rehabilitation</p> | <p>R.1.3 Continue supporting the VU and the MOH to advance in the qualification of technical and operational guidelines for psychosocial rehabilitation strategies, especially in their differential ethnic and rural components. (C.1.2)</p> <p>R.1.4 Support the implementation of systematic strategies for the inclusion of the psychosocial approach, the rights approach and action without harm in each of the VL's reparation measures, as well as in the demining processes. (C.1.2)</p> <p>R.1.5 Support the monitoring of the process of institutionalizing the emotional care actions</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |



**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME | FINDINGS                                                                                                                                                                                                                                                                                                        | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                  | <p>F.I.7 VISIP facilitated the mainstreaming of the psychosocial approach in other reparation measures.</p> <p>F.I.8 VISIP promoted the institutionalization of care actions for people and organizations that guide and assist victims, as well as the appropriation of self-care and mutual care actions.</p> | <p>models, for the mainstreaming of the psychosocial approach in assistance, care, and reparation actions, and for the appropriation of actions of emotional care in various organizations. (F I.4, F.I.7, F.I.8)</p> <p>C.I.3 VISIP strengthened the psychosocial rehabilitation strategies (PAPSIVI, EREG, Entrelazando) by supporting the training processes of victims linked as community agents. Despite their relevant role in the programs, these actions are not integrated into mechanisms for academic recognition or professionalization, the agents are generally not paid, and the specific impact of their role has not been evaluated. (F.I.5)</p> <p>C.I.4 The existing evaluations of the rehabilitation measure are fundamentally process-based, and do not provide information on their impact or effectiveness in terms of achieving emotional recovery (input and output measures) or of achieving the goals of the rehabilitation. Furthermore, the measurement of perception and satisfaction is usually carried out by the healthcare professionals themselves, which can introduce bias. Finally, there is no information on the integration of rehabilitation measures with other victim's reparation measures or with care measures within the framework of the health system. (F.I.6)</p> | <p>of people, leaders, and organizations that guide and care for victims, and integrate the development of personal and institutional security protocols as key elements of care in future programs. (C.I.2)</p> <p>R.I.6 Support the GoC in the development of formal education and/or professionalization frameworks that allow the recognition of skills developed by community agent roles of the different existing rehabilitation strategies (EREG, Entrelazando, and PAPSIVI), recognizing their management role, support for care, and community replication. (C.I.3)</p> <p>R.I.7 Support the GoC in the development of a strategy that analyses the feasibility and mechanisms to remunerate the work carried out by community agent roles within the existing psychosocial rehabilitation programs (EREG, Entrelazando, and PAPSIVI). (C I.3)</p> <p>R.I.8 Support strategies of knowledge management around the results of the actions carried out by community agent roles of the existing rehabilitation strategies (EREG, Entrelazando, and PAPSIVI) as an input for the qualification of their training and for the creation of community coordination and sustainability actions for rehabilitation strategies. (C.I.3)</p> <p>R.I.9 Accompany the MOH in the expansion of the application of the physical-functional rehabilitation model in low complexity, in its coordination with other processes of attention to the victim population, and in the dialogue with the various actors of the SGSSS for its transversal and sustainable appropriation. (C.I.4)</p> <p>R.I.10 Follow up on the findings of the disability certification pilot processes and their impact on the differential reparation of victims with disabilities and victims of antipersonnel mines. (C.I.4)</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME        | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                               | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | Physical rehabilitation | <p>F.I.9 VISP's support for the MOH was fundamental for creating and consolidating a physical-functional rehabilitation model with a biopsychosocial approach in the medium to low complexity parts of the health system.</p> <p>F.I.10 The IPS where the VISP-supported rehabilitation centers operate have become local benchmarks for offering comprehensive care and operate as physical rehabilitation nodes.</p> | <p>C.I.5 VISP supported the MOH in the consolidation of the physical-functional rehabilitation model and in the disability certification process. This has had a positive impact on victims and on the general population by improving adherence and quality to rehabilitation processes and by strengthening the network in the low and medium complexity of the health system. However, challenges persist in the contracting of services by EPS, and in the coordination of these with other rehabilitation measures. (F.I.9, F.I.10)</p> | <p>R.I.11 Support the GoC in the future development of mechanisms to measure the quality, effectiveness and impact of the implementation of psychosocial rehabilitation strategies. (C.I.5)</p> <p>R.I.12 Support the MOH and key actors of the SGSSS in the development of a broad strategy for dissemination, training, implementation and monitoring of the Comprehensive Health Care Protocol with a psychosocial approach for the victim population, paying special attention to its integration with the strategies of psychosocial rehabilitation and characterization strategies for decision making in public health. (C.I.5)</p>                                                                                                                                                                                                                                                               |
|                      | Collective reparations  | <p>F.I.11 VISP supported in its influence regions Collective Comprehensive Reparation Plans (PIRC), implementing activities addressed both at institutional and civil society actors.</p>                                                                                                                                                                                                                              | <p>C.I.6 By working with both the state and victim collective subjects (groups) simultaneously, VISP's supported the progress of the implementation and closure of Collective Comprehensive Reparation Plans (PIRC). (F.I.11)</p>                                                                                                                                                                                                                                                                                                            | <p>R.I.13 Maintain the provision of support to the VU Reparations Directorate to strengthen the integral knowledge management of this program, with an emphasis on detecting persistent bottlenecks in its implementation. In the selected intervention regions, work closely and constantly with the teams of the VU territorial directorates in charge of carrying out the Collective Reparation, promoting the relevance of generating spaces for joint reflection on the progress of the processes, so that a learning community can be formed to contribute to improve and speed-up the process. This, promoting collaborative work and activating active listening spaces in order to identify the strengthening needs that they require, so that in turn communities can improve their dialogue with state agents with the aim of agreeing on the design and implementation of PIRCs. (C.I.6)</p> |
|                      | Compensation            | <p>F.I.12 VISP supported the delivery of economic compensations (compensations) through inter-institutional territorial workshops</p>                                                                                                                                                                                                                                                                                  | <p>C.I.7 VISP supported the delivery of economic compensations to victims by strengthening its coordination with other victim's reparation measures, although challenges</p>                                                                                                                                                                                                                                                                                                                                                                 | <p>R.I.14 Support the design and implementation of strategies to speed up the delivery of compensations (compensations) to victims and to systematically integrate these with other comprehensive reparation measures,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME                         | FINDINGS                                                                                                                                                                                                                                                | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                       | RECOMMENDATIONS                                                                                                                                                                                                                                                                                               |
|----------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                                          |                                                                                                                                                                                                                                                         | persist in accelerating their delivery and in integrating these with other reparations measures in a more systematic and permanent manner. (F.I.12)                                                                                                                                                                                                                               | especially those related to psychosocial rehabilitation and income generation within the framework of local development strategies. (C.I.8)                                                                                                                                                                   |
|                      | Income generation                        | F.I.13 While VISIP's support to victim's income generation actions was not central in the program, it did support the implementation of <i>Mi Negocio</i> (DPS).                                                                                        | C.I.8. While strengthening institutional attention to victim's income generation was not a central component of the program, specific actions carried out provided interesting results that could be replicated in other programs related to the economic stabilization of victims. (F.I.13, F.I.14)                                                                              |                                                                                                                                                                                                                                                                                                               |
|                      | Employability                            | F.I.14. In employment, VISIP supported key developments for the differential approach for victims.                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                               |
|                      | Satisfaction and non-repetition measures | F.I.15. In terms of historical memory, VISIP supported the structuring of the CNMH, the dissemination of reports and material through various channels, the development of pedagogies, and the implementation of memory initiatives at the local level. | C.I.9 VISIP contributed to the positioning and institutionalization of historical memory as a measure of satisfaction within the framework of the comprehensive reparations, supporting both public entities and civil society to advance initiatives, spaces, and products of memory. However, these issues lost relevance in the last years of program implementation. (F.I.15) | R.I.15 Renovate the support for the building of historical memory through work with Colombia's Memory Museum, the CEV and local memory initiatives in order to collect, compile, disseminate and build new memory initiatives through publications, symbolic acts, art expositions and digital media. (C.I.9) |
|                      | Participation                            | F.I.16. VISIP comprehensively supported the process of effective participation of victims working with various national and local public entities.                                                                                                      | C.I.10 VISIP played a leading role in the development of individual, organizational and institutional capacities for effective participation within the framework of the VL. These advances are evidenced in the overcoming of the unconstitutional state of affairs in this matter, as stated by the Constitutional Court. (F.I.16)                                              | R.I.16 Continue strengthening grassroots organizations of victims and victim advocates to make the election of members of the victim participation roundtables more robust, qualified and transparent, and to strengthen participation mechanisms. (C.I.10)                                                   |
|                      | Inclusion of the differential approach   | F.I.17 VISIP supported the formulation, operationalization and socialization of public policy instruments to incorporate                                                                                                                                | C.I.11 VISIP has significantly contributed to the incorporation, both at the national and territorial levels, of the differential approach                                                                                                                                                                                                                                        | R.I.17 Continue supporting the strengthening of local institutions to guarantee differentiated care for victims with disabilities and ethnic communities, within the                                                                                                                                          |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME           | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                            | <p>differential approaches as a constitutive part of the VL.</p> <p>F.I.18 VISP supported local governments in incorporating a differential approach for victims' attention through identification processes, the training of public servants and the adequation of attention centers.</p> <p>F.I.19 VISP provided strategic support for the formulation and implementation of differentiated psychosocial care protocols for women victims of sexual violence and for children and adolescents. Nonetheless, the fulfillment of objectives faced challenges over the years.</p> <p>F.I.20 VISP contributed to the construction of historical memory with a differential approach, supporting research and the implementation of community exercises for the preservation of traditional knowledge.</p> <p>F.I.21 VISP significantly strengthened the participation of victims' representatives of minority groups, both in the participation roundtables and in other instances.</p> | <p>(ethnic, women, youth, LGBTQI++) in the processes of attention and reparation of victims. The advances were achieved through the formulation and implementation of policy tools, as well as through the socialization and training for their use. Despite these advances, challenges remain to address particularities and persistent gaps of differential population groups within the VL's framework. (F.I.16, F.I.17, F.I.18, F.I.19, F.I.20)</p> <p>C.I.12 VISP was successful in strengthening the participation of victims of differential groups, supporting their participation in victims' roundtables, as well as in other local planning and dialogue instances, promoting organizational and community leadership processes. (F.I.21, F.I.22)</p> | <p>framework of public policy for victims. (C.I.10)</p> <p>R.I.18 Support the carrying out of evaluations and analysis related to the implementation of the VL with respect to victims belonging to minority groups. (C.I.10)</p> <p>R.I.19 Support the VU in the coordination and strengthening the different strategies and institutional actions for the comprehensive reparation of young victims and victims abroad. (C.I.10)</p> <p>R.I.20 Continue strengthening the incorporation of the ethnic approach in the rehabilitation measure, in coordination with the MOH and the VU. (C.I.10)</p> <p>R.I.21 Continue supporting the construction of historical memory of experiences of minority groups at the national and local levels. (C.I.11)</p> <p>R.I.22 Develop technical and operational elements so that differential approaches are systematically taken into account in the different instances of victim participation. (C.I.12)</p> |
|                      | Decentralization of the VL | <p>F.I.22 In terms of decentralization of the VL, VISP supported the dissemination, understanding, implementation and strengthening of the competencies delegated by the VL to local governments.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>C.I.13 VISP has been a key player in the implementation of the VL in the territories, by providing support for the understanding of the VL and its measures, and by accompanying the institutional adjustments required for its correct implementation at the local level. These advances reached municipalities beyond those targeted by the program,</p>                                                                                                                                                                                                                                                                                                                                                                                                    | <p>R.I.23 Support the design of a strategy for the autonomous retraining of the territorial teams in charge of planning and implementing the victims' policy, taking as input the lessons learned from the Territorial Strengthening Model. (C.I.13)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                               | ANALITICAL THEME                      | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                    | Communications of the VL              | F.I.23 VISIP contributed to the dissemination of the contents, routes and protocols of the VL with special emphasis on the territories.                                                                                                                                                                                                                                                                                                                                     | C.I.14 VISIP supported various mechanisms to disseminate the VL, what contributing to a better understanding of the VL from the perspective of public and civic actors, and also contributed to the application of the complex contents of the Law at both the national and local levels. (F.I.23)                                                                                                                                                                                                                                                                                                                                                                                   | R.I.24 Continue supporting communication processes around the VL implementation process, so its achievements and follow-up results informs both victims and the local political agenda. (C.I.14)                                                                                                                                                                                                                |
|                                                    | Monitoring and evaluation of the VL   | <p>F.I.24. VISIP supported improvements in the monitoring and follow-up processes of control institutions.</p> <p>F.I.25. VISIP's internal M&amp;E strategy, appropriated by the various actors involved in the execution of the program, allowed to effectively measure advances and bottlenecks.</p> <p>F.I.26. VISIP supported the strengthening of the MOI's RUSISCT information system, as well as processes of strategic planning and M&amp;E at the local level.</p> | <p>C.I.15. VISIP's support in developing and implementing M&amp;E tools and information systems was encompassing, reaching local governments and control agencies. This increased the information available to make accurate assessments of the implementation of the VL, providing inputs for decision-making. (F.I.24, F.I.26)</p> <p>C.I.16. VISIP's monitoring, follow-up and evaluation strategy, and its cross-cutting incorporation in different processes with different actors, contributed to the adequate use of the inputs generated by the program for decision-making and for the adaptation of actions, constituting more than a mere reporting process. (F.I.25)</p> | R.I.25 Support the GoC in the design and implementation of a strategy to analyze duplicities in the information reported in different information systems such as SIIGA, PAT dashboard and RUSISCT, which, if necessary, could lead to actions to integrate information systems for the monitoring and evaluation of the victim's public policy, reducing the administrative burden of local liaisons. (C.I.15) |
|                                                    | Covid-19 effects                      | F.I.27 The COVID-19 pandemic affected VISIP's operation, limiting the execution of face-to-face activities.                                                                                                                                                                                                                                                                                                                                                                 | C.I.17 Within the framework of the COVID-19 pandemic, VISIP was able to adapt its activities designed for face-to-face scenarios to virtual environments, generating capacities to overcome some of the connectivity difficulties present in the targeted municipalities. (F.I.27)                                                                                                                                                                                                                                                                                                                                                                                                   | R.I.26 Based on the lessons learned from the COVID-19 pandemic, support the GoC in developing and scaling-up mechanisms and protocols for providing virtual attention to victims, as well as strategies to support and train local governments and territorial offices of national government entities in the use of these virtual channels. (C.I.17)                                                           |
| Question 2.<br>What gaps and challenges do the GOC | Technical Capacity for sustainability | F.2.1. Although the institutional response supported by VISIP has enabled advances on the provision                                                                                                                                                                                                                                                                                                                                                                         | C.2.1. VISIP's technical support to study, understand and accompany the implementation of the VL was                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | R 2.1 Continue strengthening the technical capacity of the institutional framework, especially at the local level, through the                                                                                                                                                                                                                                                                                  |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                           | ANALITICAL THEME                   | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| face to sustain VISIP-supported institutional strengthening and policy implementation results? |                                    | <p>of victims' comprehensive assistance and reparation, there are still victims who have not accessed these services, and furthermore, victimizing acts continue to occur.</p> <p>F.2.2. At the local level VISIP contributed to capacity building in local governments and in the territorial teams of national entities (such as the VU).</p> <p>F.2.3. At the national level, VISIP left installed capacity in institutions that were created within the framework of the VL, as well as in existing institutions to which the law assigned new competencies.</p> <p>F.2.4. The instability of the working conditions of government personnel and the high turnover of personnel (partly for political reasons), especially in local governments, has been an obstacle to advancing in the provision of victims' comprehensive assistance and reparation.</p> <p>F.2.5. In terms of the sustainability of actions to strengthen psychosocial rehabilitation, there are heterogeneous levels of appropriation of capacities at the local level.</p> <p>F.2.6. The sustainability of the actions to strengthen the physical-functional rehabilitation services depends on the management capacities of the local and national government.</p> | <p>fundamental for the organization of institutional processes. On this basis, VISIP rightly concentrated its efforts on strengthening both individual and organizational capacities, both at the national and local levels. More difficulties were faced in consolidating capacities in local governments, which represents a challenge for the sustainability of the results. (F.2.2, F.2.3)</p> <p>C.2.2. Despite the advances in the measure of rehabilitation (psychosocial and physical), the territorial capacities for its sustainability are limited in terms of technical appropriation, institutional management and coordination, coverage, concurrence, use of information systems, qualification and retention of the human talent, and socialization of the services offered. (F.2.5, F.2.6)</p> | <p>sequence of studying, understanding, explaining and disseminating conceptual and procedural developments, emphasizing the adjustments required for future policy or regulatory developments, and strengthening bidirectional communication and coordination between levels of government. (C.2.1)</p> <p>R.2.2 Continue supporting planning and follow-up activities carried out by the public agencies responsible for the victims' policy, local governments and control entities, with an emphasis on identifying and responding to possible inconsistencies between the size of the victim population to be attended and the allocation of budgetary resources to this end, to continue to improve planning and oversight processes around the VL. (C.2.2, C.2.5)</p> |
|                                                                                                | Fiscal capacity for sustainability | F.2.7 In terms of fiscal sustainability at the national level, although the new Victims'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | C.2.3 The budgetary resources required to continue with the implementation of the VL are high,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | R.2.3 Continue supporting planning and follow-up activities carried out by the public agencies responsible for the victims' policy,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME                       | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                           | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                        | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|                      |                                        | <p>CONPES allocates budgetary resources, these are insufficient to meet the demands for the comprehensive reparation of victims (current victims and new).</p> <p>F.2.8 In terms of local fiscal sustainability, the needs are even greater, especially in the case of municipalities in categories 4, 5 and 6.</p> <p>F.2.9 The financing of certain activities and components of the VL depends on VISP's budgetary support.</p> | <p>especially in a context where victimizations continue. Fiscal challenges are even greater at the local level, where management and budget execution capacities remain low. In the targeted territories, VISP's direct budgetary support has been relevant, and thus, the absence of future budgetary support from international cooperation could limit the sustainability of the processes achieved. (F.2.7, F.2.8, F.2.9)</p> | <p>local governments and control entities, with an emphasis on identifying and responding to possible inconsistencies between the size of the victim population to be attended and the allocation of budgetary resources to this end, to continue to improve planning and oversight processes around the VL. (C.2.3, C.2.4)</p> <p>R.2.4 Continue providing technical and financial support for the implementation of the VL and the Final Agreement to achieve the comprehensive satisfaction of the rights of victims on a large scale and considering the changing dynamics of the context, especially at the local level. (C.2.3)</p> |
|                      | Political will for sustainability      | F.2.10 VISP has played an important role in facilitating the dialogue and coordination between the transitional public offer and the needs of the victims.                                                                                                                                                                                                                                                                         | C.2.4 Although VISP has installed capacities in the institutional response to the provision of victims' comprehensive assistance and reparation, its eventual absence could imply sustainability challenges in terms of political commitment and the fluidity of the relationship between the government and the victims. (F.2.4, F.2.9, F.2.10, F.2.11, F.2.12)                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                      | Adequate normative framework           | F.2.11 The current normative framework for the provision of victims' comprehensive assistance and reparation is sufficient to guarantee the sustainability of the results achieved by the institutional response supported by VISP.                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                      | Sustainability in disperse rural areas | F.2.12 From a territorial perspective, the sustainability of the institutional response supported by VISP depends on structural aspects.                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                      | Security guarantees                    | F.2.13 The continuity of violence in Colombia, especially in the areas targeted by VISP, represents a challenge for the sustainability of the results.                                                                                                                                                                                                                                                                             | C.2.5 The continuation of violence is a major challenge to the sustainability of the results achieved by the GoC with the support of VISP face. This violence generates problems in terms of operation and financing (as it requires high                                                                                                                                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME                  | FINDINGS                                                                                                                                                                                                                                                                                                                                     | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                           | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                 |
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|                      |                                   |                                                                                                                                                                                                                                                                                                                                              | investments in humanitarian assistance and the provision of goods and services associated with reparation) and poses risks for the security of the communities, especially for those who lead participation scenarios and those who exercise the defense of human rights. (F.2.1, F.2.13)                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                 |
|                      | Maintaining citizen participation | F.2.14 Regarding the sustainability of progress in terms of participation, VISP's contributions to the visibility and capacity building of the victims' participation roundtable, including their oversight and advocacy capacities in the planning, implementation and monitoring of the victim's policy, contribute to the sustainability. | C.2.6 The progress made in victims' participation, largely supported by VISP, represents an area gained for the sustainability of the implementation of the VL. The above as victims' participation roundtables have acquired capacities of oversight and public advocacy. Work could however continue to extend these capacities to additional instances and organizations. (F.2.14) | R.2.5 Continue supporting the participation of victims from a broader approach that includes strengthening victims' organizations and working with the new circumscriptions for peace congress seats, emphasizing the generation of capacities in these representatives to carry out advocacy work in decision-making related to the victims' policy, its follow-up and accountability. (C.2.6) |
|                      | M&E for sustainability            | F.2.15 As part of a permanent M&E process, VISP has provided constant accompaniment to stakeholders.                                                                                                                                                                                                                                         | C.2.7 The M&E processes related to the comprehensive attention and reparation of victims, included those supported by VISP, have generated institutional memory and allowed the understanding of interventions and their results, an aspect that supports the adaptation, scaling-up and sustainability of the actions supported by VISP. (F.2.15)                                    | R.2.6 Strengthen the knowledge management strategy of future programs based on the systematization of lessons learned and the transfer of best practices in the design, monitoring and implementation of actions for the comprehensive care and reparation of victims. (C.2.7, C.2.8)                                                                                                           |
|                      | Knowledge management              | F.2.16 The design of the Territorial Strengthening Model and the pilots for economic stability of victims supported by VISP contemplated the systematization of and adaptation to lessons learned.                                                                                                                                           | C.2.8 Although VISP's operation contemplated internal feedback exercises on its actions, except in a couple of projects, there is no evidence of systematic knowledge management exercises with government counterparts to systematize and disseminate lessons learned or to incorporate adjustments based on these that                                                              |                                                                                                                                                                                                                                                                                                                                                                                                 |



**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                                                                                                                                                        | ANALITICAL THEME         | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|                                                                                                                                                                                                                             |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | contribute to the sustainability of results. (F.2.16)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Question 3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed to these services? | Access to rehabilitation | <p>F.3.1 VISIP supported the design and implementation of the Entrelazando collective psychosocial attention strategy.</p> <p>F.3.2 VISIP supported the design, start-up and updating of technical inputs for the implementation of the group emotional recovery strategy - EREG of the VU.</p> <p>F. 3.3 Although VISIP did not provide direct resources to increase PAPSIVI's coverage, it did make fundamental contributions to the construction of methodologies for the two components of the program (psychosocial care and comprehensive health with a psychosocial approach),and supported training and care processes.</p> <p>F.3.4 The contribution of VISIP in terms of provision, adaptation and support for the operation of functional-physical rehabilitation centers directly facilitated victim's access to these services.</p> <p>F.3.5 The offer of psychosocial and physical-functional rehabilitation services faces challenges to facilitate access to victims.</p> <p>F.3.6 Psychosocial rehabilitation strategies for victims are not systematically coordinated (beyond individual referrals) with the offer and mental health or social inclusion policies of the country.</p> | <p>C.3.1 VISIP supported the creation and operation of the VU's psychosocial rehabilitation strategies (Entrelazando and EREG), facilitating the access of victims to psychosocial care through the local presence of psychosocial professionals and community agents trained to support these initiatives. Despite these advances, challenges persist in terms of coverage, quality, and evaluation of the impacts of installed group and community capacities. (F.3.1, F 3.2)</p> <p>C.3.2 VISIP supported the MOH to facilitate access to the PAPSIVI and to the physical-functional rehabilitation centers in low and medium-complexity level health centers. It supported training processes, endowment, technical developments, and dialogue with different actors of the health system. These actions have positively impacted health care for the general population, even in non-VISIP municipalities. However, weaknesses persist in terms of expanding coverage, providing services permanently, and in coordinating psychosocial care with physical and mental health services. (F.3.3, F.3.4, F.3.5)</p> <p>C.3.3 Psychosocial care and rehabilitation services are not clearly coordinated with public policy actions of mental health or social inclusion, or with general processes of public and individual health within the health system. This implies that victims receive fragmented physical</p> | <p>R.3.1 Develop mechanisms to continue expanding the coverage and quality of EREG, Entrelazando and PAPSIVI psychosocial rehabilitation strategies. (C3.1, C3.2)</p> <p>R.3.2 Give continuity to the support provided to the VU for the qualification of the EREG strategy and the Entrelazando strategy, strengthening the mechanisms for referring cases to individual rehabilitation when necessary. (C.3.1)</p> <p>R.3.3 Give continuity to the support to PAPSIVI, especially in relation to the development of differential technical guidelines (rurality, ethnicity and children and adolescents), the strengthening of the monitoring and follow-up system, the strengthening of the coordination between its two components and the use of the RUV by SGSSS actors. (C.3.2)</p> <p>R.3.4 Accompany the MOH in the development of actions to strengthen access to physical-functional rehabilitation centers in new IPS, to expand the operation of the disability registry and to coordinate this offer with the comprehensive reparation route for the victim population. (C.3.2)</p> <p>R.3.5 Develop, together with the MOH, a strategy for the massive and permanent training of local governments, EPS, IPS, and health professionals/technicians in the psychosocial approach, differential approach, disability registration and use of the RUV. (C.3.2)</p> <p>R.3.6 Support the MOH and the VU in the implementation of mechanisms that technically and operationally coordinate psychosocial rehabilitation with the other measures of reparation, the mental health offer, and with the complementary</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                      | ANALITICAL THEME | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                           |                  | <p>F.3.7 There is a lag in access to psychosocial care for subjects of collective ethnic reparation (groups) and in the incorporation of the ethnic approach in the measure of rehabilitation.</p> <p>F.3.8 Close to 900,000 victims have accessed the measure of psychosocial rehabilitation through the strategies designed and implemented with VISIP's support.</p>                                                                                                                                                                                                                                                                                                                                   | <p>and mental health care, often without a psychosocial and rights approach. (F.3.6)</p> <p>C.3.4 Socioeconomic factors affecting access to rehabilitation services include ethnicity, geographic location, age and economic activity. In particular, individuals of minority ethnic origin, residing in disperse rural areas, youth, and elderly people, have limited access to rehabilitation. The GoC faces an important challenge to methodologically, operationally, and financially adapt its psychosocial rehabilitation strategies to reach and help these populations heal. (F.3.7, F.3.8)</p>                                                                                                                                                                                              | <p>psychosocial offer for the victim population in charge of the ICBF, DPS and the MOE. (C.3.3, C.3.4)</p> <p>R.3.7 Promote the creation of differential and concerted strategies with authorities and ethnic communities to favor access to collective ethnic psychosocial rehabilitation (especially of indigenous peoples) and to strengthen the access of older people to psychosocial rehabilitation. (C.3.4)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Question 4.<br>What are the main strengths and weaknesses of the "Community Agent Model"? | CAM Strengths    | <p>F.4.1 ACOPLA had a solid process of theoretical training and provided permanent practical training (10 years) aimed at community agents.</p> <p>F.4.2 The care between 'peers' of the CAM proved to be effective in reducing symptoms in the victim population.</p> <p>F.4.3 The CAM facilitated processes of strengthening and reconstruction of social fabric at various levels.</p> <p>F.4.4 The participation of the CISALVA Institute allowed the creation of a local instrument for measuring symptoms at the entry and exit in the intervention, the execution of a robust scheme for monitoring and evaluation of the effectiveness of the interventions, and the generation of knowledge.</p> | <p>C.4.1 The CAM showed high effectiveness in terms of reducing symptoms through mental health care among peers. This derives from a solid training and supervision process for community agents, the building of trust between beneficiaries and the ACOPLA team, and the strengthening of social fabric at the local level. (F.4.1, F.4.2, F.4.3)</p> <p>C.4.2 Throughout its implementation, the CAM adopted innovative measurement strategies, implemented effectiveness research and had a comprehensive strategy for supervising cases and accompanying community agents, promoting the quality of the intervention. This constitutes a differential characteristic of CAM in relation to other psychosocial care strategies and is a strength of the implementation model. (F.4.4, F.4.5)</p> | <p>R.4.1 Given the proven effectiveness of the CAM, continue to support the implementation of the validated strategies to provide psychosocial and mental health support for victims. (C.4.1)</p> <p>R.4.2 In future programs, continue to systematize the training processes developed with community agents, and support the coordination of these actors with formal education scenarios, providing incentives for professionalization, and analyzing their results. (C.4.1)</p> <p>R.4.3 Maintain and promote the link between professionals and knowledge management teams in future implementations of the CAM or similar interventions. (C.4.2)</p> <p>R.4.4 In future implementations of the CAM or similar interventions, maintain, promote and systematize the technical supervision schemes carried out with community agents, identifying good practices, limitations and results of each type of supervision in the care processes. (C.4.2)</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME   | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                    | F.4.5 A strength of the CAM was the use of various types of supervision of the interventions carried out.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                      | CAM weaknesses     | <p>F.4.6 Although the people attended by ACOPLE were mostly Afro-Colombians, the CAM did not include the ethnic approach in its individual care protocols.</p> <p>F.4.7 Although the implementation of the CAM showed a majority of female participation at all levels (care professionals, community agents and beneficiaries), its implementation did not formally incorporate a gender-differentiated approach.</p>                                                                                                                                                                                                                                   | C.4.3 The CAM did not include formal adaptations in its care protocols in terms of inclusion of differential gender and ethnic approaches, although beneficiaries were predominantly women and ethnic groups. Some informal and contextual adaptations were made, but these were not documented as methodological adjustments. (F 4.6, F.4.7)                                                                                                                                                                                                                                                                    | <p>R.4.5 In future implementations of the CAM or similar interventions, identify strategies that allow adjustments related to differential approaches to be formally incorporated into care, in harmony with the population profiles of the victim population served. (C.4.3)</p> <p>R.4.6 In future processes to support community mental health strategies for victims, consider the results (currently in the process of publication) of the group model that ACOPLE implemented in a complementary manner to the CAM. (C.4.3)</p> |
|                      | CAM sustainability | <p>F.4.8 AFRODES participated in the contact, selection and hiring of the community agents that implemented the CAM. However, these actions were not linked to a continuous organizational strengthening process, which implied weaknesses in the transfer of capacities and limitations in the information management processes between AFRODES and Heartland Alliance.</p> <p>F.4.9 The CAM did not have continuity in AFRODES once USAID funding ended.</p> <p>F.4.10 Even though the CAM included in its design actions for the dissemination and transfer of the model to SGSSS actors and victim's care institutions, the transfer was limited</p> | <p>C.4.4 The organizational strengthening provided to AFRODES was insufficient to achieve the complete transfer of technical, administrative, and financial capacities required for the sustained implementation of the CAM after USAID's support finished. (F.4.8, F.4.9)</p> <p>C.4.5 Although dissemination actions were carried out, the CAM model has not been appropriated by government entities, due to challenges in the relationship with the MOH and the VU, as well as weaknesses in the management processes of the local Health Secretariats, and due to the high costs of the model. (F.4.10)</p> | <p>R.4.7 Review and update the organizational strengthening model for the appropriation of the CAM by victims' organizations, as an input for current and future programs. (C.4.4)</p> <p>R.4.8 Review and update the CAM transfer strategy to SGSSS actors and SNARIV psychosocial care programs. (C.4.5)</p>                                                                                                                                                                                                                        |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                                                                                                                                | ANALITICAL THEME      | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Question 5.<br>What were the lessons learned and results of the VISIP pilots developed to strengthen the capacity of CSOs on economic empowerment, employability, and incidence in public policies? | VISIP economic pilots | <p>F.5.1 VISIP's economic stabilization pilot was successful in tailoring its model for working with different types of RPOs with victim's participation.</p> <p>F.5.2 The definition of the type of support to provide to each RPO was based on the diagnosis and participatory definition of organization's needs and capacities through a strengthening plan.</p> <p>F.5.3 VISIP's economic stabilization pilot was adapted to working with rural vulnerable populations, although there was no clear differential approach for working with victims or other population groups.</p> <p>F.5.4 While the Pilot did not have specific goals regarding improvements in the organization's production and commercialization results, there are some reported improvements.</p> <p>F.5.5 Most organizations continue to face challenges in commercializing their products in the quantity and frequency required for economic stabilization.</p> <p>F.5.6 The Covid-19 pandemic affected the implementation of the economic pilots, having to virtualize part of the training and sessions. The pandemic also affected the local economic environments.</p> <p>F.5.7 A successful innovation of the economic pilots was the emphasis on peer-to-peer learning.</p> | <p>C.5.1 The flexibility in VISIP's pilot intervention model differentiates it from traditional policy tools, allowing working with a variety of rural producer organizations (RPOs) while responding to their particular needs and capacities, which were collaboratively defined. (F.5.1, F.5.2)</p> <p>C.5.2 There are opportunities to further tailor the organization strengthening model to respond to differential needs of specific population groups, and in particular, of victims. (F.5.3)</p> <p>C.5.3 Despite providing encompassing support to strengthen organizational, technical, commercial and financial capacities of RPOs, challenges remain for increasing their economic opportunities, recognizing that these are, however, constrained by contextual economic conditions. (F.5.4, F.5.5, F.5.6)</p> <p>C.5.4 VISIP's economic stabilization pilots innovated in various aspects, including an emphasis on practical learning, peer to peer learning, and in the empowerment of organizations, as well as local governments as active actors capable of continue working to support the economic stabilization of victim's RPOs and their members. (F.5.7, F.5.8, F.5.9)</p> <p>C.5.5 The pilot was successful in systematizing lessons learned. However, there are opportunities to further disseminate and transfer these so that they become effective inputs for the design and implementation of future private, cooperation and public interventions</p> | <p>R.5.1 Elaborate a step-by-step guideline regarding how to implement an encompassing, participatory and flexible approach to define tailored strengthening plans to be carried out jointly with each organization so that interventions are pertinent and appropriated by the beneficiaries. (C.5.1)</p> <p>R.5.2 Elaborate a guideline on how to systematically incorporate differential approaches in the economic strengthening intervention model, with a special emphasis on victim's differential approach. (C.5.2)</p> <p>R.5.3 In current and future interventions, define economic indicators and goals in terms of the production and commercialization performance of the organizations, allowing the analysis of results obtained through the support provided and through the identification of challenges to continue addressing when working in the economic stabilization of RPOs with victim members. (C.5.4, C.5.5)</p> <p>R.5.4 In future interventions, strengthen the support provided to organizations in terms of commercialization (including supporting and accompanying them to negotiate sales agreements with private actors) and access to resources (including accompanying them to request agricultural credit or structure a project to apply to other types of public or cooperation financial support), aspects that should contribute to the sustainability and scaling-up of the intervention. (C.5.5, C.5.6)</p> <p>R.5.5 Elaborate a booklet systematizing the peer-to-peer capacity transfer methodology, and socialize it with key actors that could replicate it in future programs. (C.5.4)</p> <p>R.5.6 As part of the emphasis on generating co-responsibility and empowering organizations as change-makers, include as part of future program's beneficiary</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                                                                                                                                                                   | ANALITICAL THEME                                                       | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|                                                                                                                                                                                                                                        |                                                                        | <p>F.5.8 The pilot made an emphasis on transferring capacities and empowering the organizations and local governments in the co-responsibility to continue the strengthening process beyond the implementation of the pilots.</p> <p>F.5.9 Through workshops and accompaniment, the program empowered organizations, and in particular women members, to strengthen and re-orient their work.</p> <p>F.5.10 VISIP's economic pilot systematized its lessons learned. However, further national level dissemination activities were not carried out due to time constraints.</p> <p>F.5.11 Different actors recognize the value of VISIP having worked directly with victims and in topics related to economic stabilization.</p> | <p>aimed at supporting income generation of victims or other vulnerable rural populations. (F.5.10)</p> <p>C.5.6 Despite not being a core component of VISIP's nature, working directly with RPOs for advancing in the economic stabilization of victim's proved to be successful and necessary as part of the integral reparation process for victims. (F.5.11)</p>                                                                                                                                                                                                                                                                                                         | <p>organization's responsibilities, the implementation of a project that benefits the local community, serving as an exercise to help rebuild social relations in areas where victims reside. (C.5.4)</p> <p>R.5.7 Design a strategy to expand and deepen the socialization of the lessons learned and the knowledge management products derived from the economic pilots with other USAID programs, other cooperation actors, inter-institutional instances, and with the main rural-associativity public programs. (C.5.5)</p> <p>R.5.8 In future programs aimed at supporting the integral reparation of victims, include a component of economic stabilization, recognizing its relevance as part of the process to advance in the guarantee of victim's rights, as well as for the sustainability of other reparation measures. (C.5.6)</p> |
| <p>Question 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? What should be the strategy of this programming?</p> | <p>Actions and results regarding the income generation of victims.</p> | <p>F.6.1 Interviewees consider income generation as a key mechanism that allows victims to move from receiving assistance to obtaining comprehensive.</p> <p>F.6.2 There have been advances regarding the economic stabilization of victims, including making the topic visible, creating specifically targeted programs and setting additional points for victims in the entry criteria.</p> <p>F.6.3 Two types of entrepreneurship income generation interventions coexist: programs specifically targeted towards victims and general income generation programs</p>                                                                                                                                                          | <p>C.6.1 Despite the relevance of income generation for advancing on the comprehensive reparation of victims, and despite some advances in the provision of programs to support the economic stabilization of victims as a result of the VL, there is no proper public policy guiding the design, implementation or coordination of such interventions. (F.6.1, F.6.2, F.6.3)</p> <p>C.6.2 Both income generation programs for victims and general programs for vulnerable populations that victims can access, offer similar support. This consists of training and financial support, following an individual assistance-based approach and with no clear differential</p> | <p>R.6.1 Elaborate a conceptual and operative methodology to incorporate the victim's differential approach in income generation programs. (C.6.2)</p> <p>R.6.2 Support and strengthen the coordination of victim's income generation programs with local development interventions, with a special emphasis on PDETs and working jointly with local governments. This, as a strategy to transit from individual assistance-based entrepreneurship approaches, to interventions incorporating a territorial and market-oriented approach that can scale-up the potential of the results. (C.6.2)</p>                                                                                                                                                                                                                                             |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME                                             | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                                                              | <p>targeted towards vulnerable populations.</p> <p>F.6.4 In general, income generation programs for vulnerable populations do not incorporate a differential approach for working with victims.</p> <p>F.6.5 Most entrepreneurship income generation support programs for vulnerable populations (including victim's) offer a mix of entrepreneurship training, training in cross cutting skills and financial incentives.</p>                                                                                                                                                                                                                                                                                                                                                                                   | <p>approach for working with victims. (F.6.4, F.6.5, F.6.6)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                      | Lessons learned regarding the income generation of victim's. | <p>F.6.6 There is no clarity on the exact number of victims that have accessed income generation programs.</p> <p>F.6.7 There are currently 8 public agencies and over 17 income generation programs that victims can access. This ample supply of programs is not organized.</p> <p>F.6.8 The institutional arrangement around victim's income generation is still weak.</p> <p>F.6.9 The coordination of income generation strategies with other integral reparation actions for victims is limited.</p> <p>F.6.10 The impact of victim's access to income generation programs is unclear.</p> <p>F.6.11 Weaknesses of program design limit the potential impact that accessing income generation programs can have on victims.</p> <p>F.6.12 The potential impact and sustainability of income generation</p> | <p>C.6.3 The number of victims that have accessed income generation programs is unclear and is limited in comparison to the universe of victims potentially requiring this support, being a critical component for achieving the comprehensive and sustained reparation of victims. (F.6.7, F.6.8, F.6.9, F.6.10)</p> <p>C.6.4 Victims have accessed a diversity of public programs. The ample supply of programs is however not structured following an attention route, and there are no defined coordination mechanisms or guidelines for targeting or implementing the different interventions or for linking these with other victim reparation measures. This relates to the persistence of an unclear institutional arrangement and leadership role to orient interventions supporting the income generation of victims. (F.6.11, F.6.12, F.6.13)</p> <p>C.6.5 The impact, results and sustainability of results deriving from</p> | <p>R.6.3 Support the elaboration and implementation of an Income Generation Route, with a special emphasis on victims. This, as an instrument that integrates the different existing programs depending on their particular characteristics and type of beneficiary targeted, and serving as well as an instrument to disseminate the existing public supply of programs among victims, reducing access barriers related to information. (C.6.3)</p> <p>R.6.4 Support the integration of the diagnosis and characterization of the economic conditions of victim's and of their productive units in a sole information system. (C.6.3)</p> <p>R.6.5 Support the GoC in the design and implementation of a strategy to clarify the institutional arrangement around income generation for vulnerable populations including victims. (C.6.3)</p> <p>R.6.6 Conduct an analysis of the possibility to designing income generation programs following payment-by-results (<i>pago por resultados</i>) schemes, and of piloting this with victim beneficiaries. (C.6.4)</p> <p>R.6.7 Carry out an analysis of existing follow-up indicators regarding victim's vulnerability</p> |



**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                  | <p>programs is limited by contextual barriers.</p> <p>F.6.13 The public supply of programs to support entrepreneurship is larger than to support employability.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>victims' access to income generation programs remains unclear. This is in part due to limitations in measurement, follow-up and evaluations, and also derives from limitations in program design, including the short duration of interventions and the low amount of capitalization offered to beneficiaries. Contextual barriers such as the bad quality of infrastructure, the persistence of insecurity and the limited development and access to local markets also constrain potential impacts.</p>                                                                                                                                                                                                                                                 | <p>in relation to economic stabilization, as well as of income generation program follow-up indicators, with the objective of identifying whether adjustments or new developments are required. (C.6.4)</p> <p>R.6.8 Support the design and implementation of a strategy to strengthen the commercialization component of income generation programs supporting victims so that the training and capitalization provided derives in effective access to markets, being this a crucial component for the sustainability and scalability of results. (C.6.4)</p> <p>R.6.9 Support the design and implementation of interventions that incorporate the strengthening of specific skills required for the employability of vulnerable populations (including victims), with differential strategies for rural contexts and innovative and broad dissemination channels. (C.6.5)</p> |
|                      | Employability    | <p>F.6.14 Programs aimed at improving employability and the mechanisms through which these programs operate, do not have clearly defined access routes nor are they sufficiently known by people.</p> <p>F.6.15 The challenge in terms of employability of vulnerable populations, including victims, is to achieve effective job placement.</p> <p>F.6.16 The availability of strategic information in each of the employability route's phases is crucial to guide actions, as are incentives.</p> <p>F.6.17 The implementation and potential results of employment generation programs are complex,</p> | <p>C.6.6 Interventions to support the employability of vulnerable populations, including the victim population, are a supplementary route to entrepreneurship. The above, given the differences in skills required to access each. However, there are important challenges for supporting employability in rural areas where the supply of employment is low, job training and qualification of victims is restricted and dissemination and access barriers persist. (F.6.14, F.6.15)</p> <p>C.6.7 Labor intermediation programs that are holistic, provide quality services, support different parts of the employment pathway and adapt to local contexts, are more likely to achieve job placements. However, these requirements are demanding from a</p> | <p>R.6.10 Support the design and implementation of standardized labor intermediation programs that include attributes that have been proven to be effective in closing gaps and achieving effective job placement. (C.6.6)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                                                                                                                                                                                | ANALITICAL THEME            | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                     |                             | and they depend on contextual factors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | technical and operational point of view, are costly and require prolonged accompaniment to achieve effective and sustained job placement. (F.6.16, F.6.17, F.6.18)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Question 7.<br>What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Results and lessons learned | <p>F.7.1 VISP was designed to support the institutional design and implementation of policies concerning the provision of victims' comprehensive assistance and reparation, in accordance with the content and scope of the VL.</p> <p>F.7.2 Within the framework of the Peace Accord, the Integral System for Peace (SIP) was designed as an exceptional transitional justice scheme, temporary and with a macro approach.</p> <p>F.7.3 The addition of objectives and projects related to the implementation of the Peace Accord to VISP was carried out at a time when the program had been running for several years, and therefore it was structured and functioning with pre-established logics and work dynamics.</p> <p>F.7.4 The indicators designed to measure VISP's support for the implementation of the Peace Accord, and in particular the SIP, were met.</p> <p>F.7.5 VISP supported actions for increasing access to truth at the local level.</p> <p>F.7.6 VISP adapted its operation to support the implementation of the Peace Accord in the territory by modifying its geographic targeting</p> | <p>C.7.1 VISP was designed to support the institutional response in terms of the provision of victims comprehensive assistance and reparation. Although there is a thematic connection to the content and scope of the Colombian transitional justice project, the implementation of the Peace Accord is based on achieving structural transformations working through an exceptional and temporary institutional arrangement (JEP, CEV, UBPD). This requires a dynamic and concrete support scheme distinct from the one of the VL. (F.7.1, F.7.2, F.7.3)</p> <p>C.7.2. VISP's support for the implementation of the Peace Accord focused on a series of specific institutional strengthening actions that were fulfilled. However, complex social issues such as the promotion of coexistence and social dialogue, typical of long-term processes and requiring a macro approach, did not always have the time or the technical tools necessary for their complete and effective implementation. (F.7.4, F.7.11)</p> <p>C.7.3 The emotional care actions that VISP promoted in the SIP agencies helped to elevate the recognition of their positive effect on the results and performance of officials within the respective organizational structures. (F.7.7)</p> | <p>R.7.1. Develop a work scheme that allows to continue integrating in a harmonious and complementary way the processes of victims' comprehensive attention and reparation to the victims (associated with the VL), with those of justice, truth, humanitarian search, and rural development (typical of the Final Agreement) contributing to the generation of conditions of peace and coexistence towards national reconciliation. (C.7.1, C.7.2)</p> <p>R.7.2 Develop strategic communication actions so that the institutional and non-institutional actors with whom USAID works, especially in the territory, acquire comprehensive knowledge about the content and the scope of the Agency's support to the institutional response to the victims' rights and expectations. (C.7.3)</p> <p>R.7.3 For future interventions, maintain the focalization scheme for comprehensive assistance and reparation actions in PDET municipalities, to the extent that the effectiveness of the transitional institutional offer has great potential in these areas (C.7.4)</p> |



**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                      |                  | <p>of institutional strengthening actions.</p> <p>F.7.7 VISIP supported the UBPD and the CEV in the design and implementation of actions to improve their organizational culture, among which emotional care.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>C.7.4 The territorial reconfiguration of VISIP in the Development Programs with Territorial Approach (PDET) municipalities was relevant so that the actions around the provision of victims' comprehensive assistance and reparation would enable the subsequent development of the components of the Peace Accord. (F.7.6)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                      | Challenges       | <p>F.7.8 There is limited clarity on the part of the key informants about whether VISIP managed to support the coordination between the institutions that constitute the SIP.</p> <p>F.7.9 Institutional (local governments) and non-institutional actors (local officials of the implementing partner and victims) who work with VISIP in the territory have a restricted understanding of the SIP, and therefore of the way in which the Program has supported the implementation of such system locally.</p> <p>F.7.10 Within the framework of the Peace Accord, and although VISIP facilitated the participation of victims in both the development of the PDETS and before the CEV, the effectiveness of such participation has been affected by external factors.</p> <p>F.7.11. Some of the processes and projects related to VISIP's lines of support for the implementation of the Peace Accord could not unfold their full potential.</p> <p>F.7.12. VISIP carried out actions aimed at guaranteeing the exercise</p> | <p>C.7.5 VISIP's support for the implementation of the Peace Accord focused on a series of specific institutional strengthening actions that were fulfilled. However, complex social issues such as the promotion of coexistence and social dialogue, typical of long-term processes and requiring a macro approach, did not always have the time or the technical tools necessary for their complete and effective implementation. (F.7.10)</p> <p>C.7.6 At the local level, actors have limited clarity regarding the scope of the support provided by the program to the implementation of the Peace Accord, as well as on the way in which the actors involved in the Colombian transitional justice project interact and integrate with one another. (F.7.9)</p> <p>C.7.7 Although the program supported the participation of victims in the Integral System for Peace (SIP), the scope of the participation achieved in the system was not always sufficient. This is explained by limits to incorporate victims' existing expectations regarding the satisfaction of their rights, and by a lack of protection</p> | <p>R.7.4 In future support actions, consider the particularities of the Final Agreement regarding the temporary and exceptional nature of its institutions and mechanisms for the satisfaction of the rights of victims. (C.7.5)</p> <p>R.7.5. Support the GoC in the strengthening of participation mechanisms so that victims can influence the design, adjustment, implementation, and evaluation of the activities to be developed to strengthen the Colombian transitional justice project. (C.7.6)</p> <p>R.7.6 Support the GoC in the design and implementation of actions of emotional care that different SIP and other GoC agencies have begun to implement for their national and territorial teams, recognizing the direct impact that these have on the performance of officials and the quality of care for victims. (C.7.7)</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS                                                                                                                                                                   | ANALITICAL THEME                      | FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                        |                                       | of the defense of human rights in the territory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | schemes for the defense of human rights. (F.7.10, F.7.11)                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Question 8.<br>What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results? What recommended improvements to future programming? | Working with GoC Institutions         | <p>F.8.1 VISP was committed to the systematical coordination to the lines of work and particular needs of the GoC, both at the national and local levels.</p> <p>F.8.2 VISP's coordination with the Public Ministry was particularly important for the operation of the program and the advances achieved in the implementation of the VL.</p> <p>F.8.3 The program found in the VU an ally of special relevance for the strengthening of the public policy for victims.</p>                                                                                                                                                | C.8.1 VISP's engagement with national and local entities understood and successfully coordinated their different lines of work, taking advantage of the strengthening opportunities while respecting the limits given by its role as an international cooperator. However, the work of the program was to a certain extent limited precisely by the need to constrain its actions to the agenda of each agency, as well as by its commitment to advance it. (F.8.1, F.8.2, F.8.3) | <p>R.8.1 In future programs, strengthen the work for transferring and installing long-term strategic capacities in key national and local institutions, beyond working on the resolution of temporary needs that may arise from these allies. (C.8.1)</p> <p>R.8.2 Continue supporting the Public Ministry in order to guarantee its proper institutional functioning at the national, departmental and municipal levels in virtue of the effective participation, reparation and protection of victims. (C.8.1)</p> <p>R.8.3 Continue strengthening the VU's capacity to coordinate the public offer of services for the comprehensive attention and reparation for victims, taking into account the renewing of the VL until 2031. (C.8.1)</p>                                                                                                                              |
|                                                                                                                                                                                        | Working with non-institutional actors | <p>F.8.4 VISP positioned itself as a fundamental ally for the victim population. In the future, USAID programs working to strengthen the victim's public policy should make more emphasis on working directly with victim population.</p> <p>F.8.5 VISP established some strategic alliances with other USAID programs, as well as with other cooperation agencies to strengthen the program's interventions.</p> <p>F.8.6 Although the interviews evidenced limited mentions of the role of private actors in the program, various actors recognized that these are relevant in the implementation of certain actions.</p> | C.8.2 VISP's implementation required strategic alliances with non-institutional actors, such as academia, private sector, other USAID programs, other cooperation agencies and the victim population itself. These relationships allowed the program's interventions to have a greater reach through protocols and strategies co-built between a variety of stakeholders. (F.8.4, F.8.5, F.8.6, F.8.7)                                                                            | <p>R.8.4 Support victims' organizations in territory as a line of programmatic work with equal importance to institutional strengthening. (C.8.2)</p> <p>R.8.5 Support the GoC in the formulation of clear guidelines on the role of the private sector in the comprehensive reparation of victims, as well as in the construction of peace within the framework of the Final Agreement. (C.8.2)</p> <p>R.8.6 Support the GoC in the design and implementation a formal strategy for the coordination between different cooperation agencies supporting the implementation of the VL and the Peace Accord, promoting in this, the participation of local governments, victims' roundtables and other relevant civil society actors at both the national and local levels. (C.8.2)</p> <p>R.8.7 Continue involving universities and research centers in the development of</p> |

**TABLE 40. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS TABLE**

| EVALUATION QUESTIONS | ANALITICAL THEME    | FINDINGS                                                                                                                                                                                                                              | CONCLUSIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                 |
|----------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                     | F.8.7 In some particular actions of the program, academic actors played an important role.                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | projects, as well as in exercises for monitoring, follow-up and evaluation of processes at the local, departmental and national levels, with the purpose of strengthening capacities in these institutions on issues related to attention and the comprehensive reparation of victims and in the implementation of the Peace Agreement. (C.8.2) |
|                      | Articulating actors | <p>F.8.8 VISIP played an important role within multi-actor work instances.</p> <p>F.8.9 Through VISIP's implementation, IOM and USAID established relationships of trust with both public institutions and the victim population.</p> | C.8.3 IOM and USAID are considered both at the national and local levels as the most important cooperation agencies for the implementation of the public policy for victims. Consequently, VISIP was received by the different stakeholders as a program capable of generating significant impacts. This, as both agencies were successful in building trust with the different parties involved and demonstrated having the technical and human capacity to develop responsible and high-quality processes. (F.8.8, F.8.9) | -                                                                                                                                                                                                                                                                                                                                               |

## ANNEX D - DETAILED METHODOLOGY

### I. DETAILED QUANTITATIVE METHODOLOGY

In this section we describe briefly the quantitative methodology used in the performance evaluation. It included the application of different statistical methodologies such as T-mean test, PSM, and Logistic regression, along with a descriptive analysis to complement and contextualize the quantitative findings.

For cross-sectional data obtained with the VL survey, we provided evidence on how outcome variables compare across VISIP and similar municipalities not targeted by the program, measuring with T mean tests if differences are statistically significant. To make the comparisons more valid, we applied a Propensity Score Matching (PSM) procedure to match individuals in VISIP municipalities with statistically similar ones in Non VISIP municipalities. This method was also used to pair municipalities, when comparing coverage rates of the PAPSIVI and EREG, obtained from administrative records.

The analysis of secondary data was complemented with the collection of two online surveys. The first was directed towards victim's attention points. We carried out the first survey directly sending the formulary to 18 attention points supported by VISIP in 18 municipalities. We also sent the survey to additional attention points in municipalities not targeted by the program, as a comparison group. The second is a survey to directors of 32 health facilities strengthened by the program, as well as health facilities in non-supported municipalities.

As we described in the document of detailed quantitative results, although in the evaluation design we had contemplated to use information from administrative records and from the VL survey to conduct Difference in Differences estimations to isolate changes resulting from VISIP initiatives, after carrying out a detailed analysis of VISIP projects, implementation characteristics and data available, we decided not to include these data for various reasons that result in the non-fulfillment of the assumptions that are necessary to obtain valid DID results. In particular:

- Even if VISIP municipalities were a reference to target part of the joint work conducted by VISIP and national agencies, in many cases, the support included other municipalities as well, and in other cases, the interventions and developments worked with VISIP's support even reached all the national territory. In other cases, projects reached only a subgroup of VISIP territories, and these subgroups could vary from project to project. As a result of these aspects, the definition of the treatment and control groups varies and there are clear spill-over effects. All in all, it is not possible to assume that VISIP's initiatives were exclusively implemented in targeted territories.
- Periods of execution of targeted projects also varied within VISIP's phases, and therefore is not possible to define a unique treatment period to carry out robust DID estimates.

Before detailing the quantitative approach to the evaluation, it is worth noting that given the nature of the evaluation questions, only questions 1, 3, and 7, involve inference and quasi-experimental analysis. For questions 4, 5 and 6, we used only graphical and descriptive analysis based on outcome indicators. For questions 2 and 8, we prioritize a qualitative approach.

## SECONDARY DATA SOURCES

We carried out a thorough analysis of existing information from administrative sources, program data and data from studies and surveys that have been carried out on VL projects, victim's perceptions and related topics. Table 4I presents the main information systems or administrative records that provided relevant data to answer the evaluation questions<sup>123</sup>. Note that we formally (through administrative processes) requested access to this information to each public agency.

**TABLE 4I. INFORMATION SYSTEMS AND ADMINISTRATIVE RECORDS TO BE USED IN THE PERFORMANCE EVALUATION**

| INFORMATION SYSTEM - ADMINISTRATIVE RECORD                                                                                                                                                   | INSTITUTION IN CHARGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| VISP information Systems (phase I and II)                                                                                                                                                    | IOM                   |
| National Victims Information System (VIVANTO): Unique Registry of Victims (RUV), Information System of Displaced Population (SIPOD) and the Victims Administrative Reparation System (SIRAV) | Victims Unit          |
| MAARIV Information System                                                                                                                                                                    | Victims Unit          |
| INDEMNIZA Information System                                                                                                                                                                 | Victims Unit          |
| Unified Report of the Territorial Information, Coordination and Follow-up System of the Public Policy for Victims of the Internal Armed Conflict (RUSICST)                                   | Interior Ministry     |
| PAPSIVI module - Follow-up tool. SISPRO                                                                                                                                                      | Ministry of Health    |
| Registry for the Location and Characterization of Persons with Disabilities – RLCPD                                                                                                          | Ministry of Health    |
| Individual Registry of Provision of Health Services - RIPS                                                                                                                                   | Ministry of Health    |
| Identification System for Potential Beneficiaries of Social Programs (SISBEN)                                                                                                                | DNP                   |
| National System of Evaluation of Management and Results SINERGIA                                                                                                                             | DNP                   |

SOURCE: EVALUATION TEAM

In addition to the above administrative sources, we used data from the VL survey collected by IOM in 2016 and 2021. This survey permits the measurement of knowledge, perception and access indicators related to processes, instances, and services derived from the implementation of the VL and data related to key outcome indicators defined in VISP's AMELP. The survey gathered information in VISP targeted municipalities and four non-targeted municipalities,<sup>124</sup> allowing to carry out inferential and quasi-experimental analyses.

The survey was designed with two main goals: i) assess the knowledge and attitudes that the general population and victims have about the VL in 21 VISP selected municipalities; and ii) evaluate the level of

<sup>123</sup> Besides this administrative data sources. We will use attention and follow-up administrative records of different programs and strategies involved in VISP interventions.

<sup>124</sup> Given the change in VISP targeted municipalities in 2016, only 10 municipalities (6 VISP municipalities: Apartadó, Medellín, Popayán, Quibdó, Riosucio, Pasto and 4 control municipalities: Argelia, Simití, Mocoa, Barrancabermeja) were surveyed in both survey rounds, as a result the quasi-experimental exercises to conduct with this data source will only use information for these territories.

satisfaction perceived in the registration process and the services of rehabilitation received in the framework of the implementation of the VL. For the follow-up survey, conducted in 2021<sup>125</sup>, IOM included a third goal: assess the knowledge and attitudes that the general population and victims have about the Peace Accord and the instances developed within its framework.

The survey was applied to the following populations:

- *General population*: People over 18 years of age from socioeconomic strata I to IV, regular residents of non-institutional housing in the 21 selected VISP municipalities and 4 control municipalities.
- *Victim population*: People over 18 years of age from socioeconomic strata I to IV, registered as victims of the armed conflict, who are habitual residents of non-institutional housing in the 21 municipalities selected VISP municipalities and 4 control municipalities.
- *Victim population in special programs*: People over 18 years of age who have been treated within the Emotional Recovery Strategy (ERE), the Strategy *Entrelazando* and the PAPSIVI, in the 21 selected VISP municipalities 4 control municipalities.<sup>126</sup>

For the general population, the sample design for both the baseline and the follow up survey is probabilistic, stratified, clustered and multistage. Probabilistic, as each statistical unit has a known selection probability between 0 and 1. It is stratified by municipality and socioeconomic stratum, clustered by census sections, blocks, and segments (which constitute the sampling units selected in a multi-stage procedure). In turn, the sample design for the victim population is probabilistic and stratified (with strata corresponding to municipalities and gender, in the case of the general victim population; and corresponding to municipalities and programs, in the case of the victim population participating in rehabilitation programs). The same is representative of the general municipality population. This survey was a key input for addressing evaluation questions 1, 3 and 7. It is worth to mention, that we used the samples collected from Victims, considering that this is the population of interest.

## DATA ANALYSIS PLAN

For the analysis presented all along the detailed quantitative results document, we used different statistical and econometric methodologies, as we now explain.

### PROPENSITY SCORE MATCHING (PSM) METHODOLOGY

The primary goal of applying a PSM methodology is to reduce the selection bias, by matching observations in the control and treatment group to make them more comparable to one another. In the case of VISP's implementation, as geographical areas were purposively selected to receive the intervention, the victims and general population's in these municipalities could be systematically different from individuals in control municipalities that were not targeted for the program. Direct comparisons of indicators across such dissimilar groups would be invalid and biased to infer causal relations. PSM deals with this problem by constructing a control group of victims in control municipalities, that are similar to victims in VISP treated municipalities relying on a set of sociodemographic variables.

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<sup>125</sup> The methodological design of the follow-up survey is still not available and thus we are yet to review it.

<sup>126</sup> The follow up survey does not survey independently beneficiaries of each rehabilitation program.

More specifically, PSM is a two-stage analytical approach that employs a propensity score as a ‘comparator metric’, obtained in this case using a Probit regression that summarizes the information of the set of relevant characteristics that drive selection bias. This propensity score can also be understood as an estimation of the hypothetical probability of any individual being in the treatment group, given its characteristics.

The first stage of the PSM analysis is to compute a valid propensity score for each unit of observation. For this exercise we use the following variables:

- Gender and age
- Educational attainment
- Socioeconomic stratum
- Civil status
- Occupational situation
- Ethnicity
- Relationship to the household head

Using the propensity score obtained from the Probit model, each Victim in a VISIP municipality (in the treated group) is matched to one from a control municipality. This matching step was performed using the caliper algorithm without replacement. In particular, the matching procedure was applied to each VISIP municipality independently, using the same sample of non-VISIP municipalities for each territory. Once the matching took place, was possible to make valid comparisons between Victims located in VISIP and non- VISIP territories.

In addition, to compare coverage rates of Psychosocial rehabilitation programs, specifically EREG and PAPSIVI, we pair VISIP municipalities with Non-VISIP municipalities, using as selection criteria the indicators utilized originally for targeting VISIP municipalities over its first phase, along with other variables related to territorial socioeconomic characteristics. With this procedure we obtained a comparison group for fifteen of the twenty-two VISIP targeted municipalities<sup>127</sup>.

To carry out the one-to-one municipality match, we used the following variables:

- Proportion of victims
- If the municipality had a victim’s attention point or regional center
- If the municipality had collective reparation subjects
- If the municipality was targeted by the USAID’s Afro-Colombian and indigenous program
- Population density
- Proportion of rural population
- Proportion of people in multidimensional poverty
- Municipal GDP

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<sup>127</sup> When conducting the PSM, seven capital cities included in VISIP targeted municipalities (Medellín, Barranquilla, Bogotá, Cartagena, Quibdó, Riohacha and Santa Marta) resulted excluded of the common support and therefore are not match with a similar municipality. Being large capital cities means that, overall, the probability of selection obtained with the logit model does not find a pair in other smaller municipalities of the comparison group, reflecting sui generis characteristics of these territories.

- Internet penetration<sup>128</sup>.

## LOGISTIC REGRESSION

A logistic regression (or Logit model) was applied to determine how individual and contextual socioeconomic variables affect the probability of accessing psychosocial and physical rehabilitation services. This gives an insight of at which level and in what direction socioeconomic and contextual factors affect access to rehabilitation.

This type of model is appropriate when the response takes one of only two possible values (1 or 0) representing success and failure, or in this context, access or not to rehabilitation services. Broadly speaking, the Logit model will give us estimates of the variation of the access probability in response to changes in the independent variables. Technically speaking, these estimates are known as the *marginal effects* when the independent variable is continuous, and as the *impact effects* when the independent variable is binary.

Once a maximum likelihood estimation method is applied to obtain the coefficients associated to the covariates included as independent variables, the marginal effects (eq. 1) and the estimated effects (eq. 2), are obtained through the following expressions:

$$\frac{\partial \text{Prob}(y_i=1)}{\partial x_k} = p_i \times (1 - p_i) \quad (\text{eq. 1})$$

$$\text{where } p_i = \frac{\exp(X_i'\beta)}{1 + \exp(X_i'\beta)}$$

$$\text{Prob}(y_i = 1) = \frac{\exp(X_i'\beta + \gamma D_i)}{1 + \exp(X_i'\beta + \gamma)} \quad (\text{eq. 3})^{129}$$

Where the effect is obtained subtracting eq.3 when  $D_i$  (the dummy variable) takes the value of 0, from the same expression when it takes the value of 1.

## PAIRED T MEAN TESTS<sup>130</sup>

A paired t-test is applied when we want to know if the difference between two variables for the same subject is statistically significant. Either the variables could be separated by time or separated by something other than time. For example, we used T mean tests for knowing if the difference in outcome indicators between VISP and Non – VISP territories, and if its change over time is significant.

Technically speaking, since we are interested in the difference between two measures in one sample (the VL survey), the paired t-test reduces to the one sample t-test. This test is understood in hypotheses testing framework as follows:

$$H_0: \mu_d = 0$$

<sup>128</sup> The first four indicators were used by IOM and USAID to target VISP municipalities according to information consigned in year 1's Work Plan.

<sup>129</sup>  $\beta$  and  $\gamma$ , are the estimated coefficients associated to the continuous and binary independent variables, respectively.

<sup>130</sup> This section is based on: <https://sphweb.bumc.bu.edu/otlt/mph-modules/bs/sas/sas4-onesamplettest/SAS4-OneSampleTtest7.html>



$$H_a: \mu_d \neq 0$$

Where  $d$  (the sample difference of the outcome variables) is the point estimate of  $\mu_d$ . The t test statistic is given by:

$$t = \frac{d - \mu_d}{S_D / \sqrt{n}}$$

Where  $S_D / \sqrt{n}$  is defined as the standard deviation of the differences.

## DESCRIPTIVE AND GRAPHICAL ANALYSIS

In addition to the inferential and quasi-experimental analyses described above, we used several indicators to analyze changes in output or outcome indicators inherent to different VISP activities for each evaluation question. For these indicators, we utilized a graphical - descriptive approach, that will vary depending on the specific characteristics of the information and on the nature of the analytical topics.

The analysis that we carried out includes, for addressing evaluation question 1, information from the institutional strengthening model for local governments implemented by VISP together with the MOI. This project collected baseline and final measures of an index of the local government's capacity to implement the VL. The index analyses technical, administrative, managerial and coordination dimensions. For evaluation question 4, regarding the results of the ACOPL Community Agent Model, we analyzed output and outcome indicators defined in the project's AMELP. It is also worth highlighting information we used for addressing evaluation question 6, regarding general initiatives to support the economic stability of victims. VISP supported entities such as the Department for Social Prosperity (DPS) and the Public Employment Service (SPE) in the development of initiatives such as *Mi Negocio* and the Labor Inclusion Model with Closing Gap Focus. For these, we accessed outcome indicators and analyze the dynamics associated to the implementation processes.

## ONLINE SURVEYS

As a complement to the secondary data analysis and considering the possibility of carrying out low-cost primary data collection methods, we carried out two online surveys, as described below.

## APPROACH TO DESIGN AND IMPLEMENT THE DIGITAL SURVEYS

The surveys included multiple choice questions and a small number of questions to guarantee response. Surveys was sent to respondents using an open software that allowed to design the survey instrument and send it to them. To gather contact details, as well as to introduce the exercise and to improve the likelihood of a good response rate, we requested the support of the VU (to gather contacts of the victim's attention points) and IOM (to gather contacts of the health centers).

Note that we implemented surveys in the set of VISP-supported municipalities, as well as in municipalities not targeted by the program. This will allow us to have a comparison group to make descriptive comparisons.

We now describe each of the online surveys.

## DIGITAL SURVEY TO VICTIM ATTENTION POINTS

Bearing in mind that VISIP strengthened equipment and human resources of prioritized victim attention points, we aimed to gather information related to the capacity generated by these interventions and on whether they had positive and sustained results. This issue is highly relevant, since attention points are the gateway to institutional attention, being determinant in victims' engagement in different processes of the integral reparation route.

It is important to notice that the equipment and renovation actions of these spaces took place during the first VISIP phase at 8 VISIP municipalities<sup>131</sup>. In addition, and mainly during VISIP's second phase, the staff at the service points received different training sessions in self-care, attention skills and application of the VU's differential approach, with particular emphasis in this last topic.

In this context, we applied a digital survey to inquire about the conditions of victim's attention points in both VISIP-supported municipalities and non-targeted municipalities. The data collected was used to address some analytical dimensions included in evaluation questions 1 and 2.

The survey questionnaire was structured in five modules. We now describe them, as well as the specific objectives of each module:

### i) General information

- Collect the attention point's municipality, as well as the role of the respondent.

### ii) Equipment availability and service access

- Identify attention point's access and use of equipment as computers, laptops, photocopiers, printers, access to public and private services as energy, water, and internet, that are vital to provide an adequate service to victims.
- Identify if the attention point has access to information systems to conduct necessary identification of victims, as well as consultations or registry processes necessary to provide a timely and complete service to victims.

### iii) Human resources availability, roles, and capabilities

- Identify variables associated with the attention's point staff size and types of roles to validate if there is available staff to conduct different activities (e.g., registration, vulnerability assessments and psychosocial attention).
- Identify if the staff has received training in different topics including the VL, differential approaches, self-care, and attention skills. This information is useful to evaluate the continuity in the use of different pedagogic tools and materials developed by the GoC institutions with VISIP support.

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<sup>131</sup> Turbo, Chigorodó, Ciénaga, Santa Marta, Fundación, Cartagena, Carmen de Bolívar, San Juan de Nepomuceno, Popayán, Tumaco, Cartagena del Chairá, Riohacha, Dibulla, Sincelejo, Bojayá, Rio Sucio, Tierralta, Montelíbano.

iv) VISP support (only for VISP-supported municipalities)

- Identify whether the respondent knows the program and identifies the specific support obtained from the program.

v) Perceptions about VISP interventions and further support needs

- Identify perceived importance of VISP interventions from the attention point's perspective and needs of further support.

Some of the questions in sections iv and v are solely directed towards attention points in VISP-supported municipalities. See Annex E - Instruments for more details and for the complete set of questions.

### DIGITAL SURVEY TO HEALTH FACILITIES SUPPORTED BY VISP

One of the key lines of intervention conducted by VISP was the strengthening of functional rehabilitation services offered by health centers (basic and complementary), including physical therapy, speech therapy, and occupational therapy<sup>132</sup>. The remodeling of existing infrastructure and the provision of equipment to regional and local health services, covered 16 health facilities over two phases. The first phase, implemented between 2014 and 2016, reached four hospitals located in Cartagena, Carmen de Bolívar, Quibdó, and Apartadó. During the second phase, executed between 2018 and 2020, this intervention benefited 12 hospitals located in Caldon, Corinto, Miranda, Tierralta, La Montañita, Policarpa, Anorí, Remedios, Dabeiba, Vigía del Fuerte, Montería and Corozal<sup>133</sup>.

During the first phase, the project also supported the establishment of four community rehabilitation centers, located in Apartadó, Cartagena, Quibdó, and Popayán. The support included providing services to promote health, prevent illness, and implementing strategies for primary healthcare attention at the first levels of care for family, communal, and collective care. In addition to infrastructure and equipment improvements, the project offered professional training for rehabilitation teams, doctors, and administrative staff in targeted local and regional hospitals, with the aim of installing capacity and contributing to the services' sustainability.

In this context, we applied a digital survey to inquire about the conditions of health facilities in both VISP-supported municipalities. We collected information related to the continuity of service provision and other relevant variables about the identification of victims that access rehabilitation services, the integration of functional rehabilitation services with psychosocial recovery strategies, as well as the existence of mechanisms to incorporate the differential approach in the services provided. The data collected was used to address evaluation questions 1, 2, and 3.

The survey questionnaire was structured in six modules. We now describe them, as well as the specific objectives of each module:

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<sup>132</sup> This information is based on final reports of the project "Strengthening functional rehabilitation services".

<sup>133</sup> The program still is carrying out a third phase, finishing in May of 2022. Hospitals strengthened during this phase will not be covered by the digital survey.

i) General information

- Collect the attention point's municipality, as well as the role of the respondent.

ii) Physical rehabilitation services offered

- Identify individual and community-based physical rehabilitation services provided by the health facility (e.g., physiotherapy, occupational therapy, speech therapy, physical medicine) and its frequency, as well as the reasons why they do not provide the service, if this is the case.

iii) Victims' identification

- Address whether the health facility has a mechanism to identify victims who access rehabilitation services, and whether they have consolidated registries of rehabilitation services provided to this population.

iv) Differential approach incorporation

- Identify if the health facility has mechanisms to incorporate differential approaches (gender, psychosocial, ethnic) and if it provides differential rehabilitation services for victims of sexual violence in the context of the armed conflict.

v) VISP support

- Identify if the health facility knows the program and identify the different type of support received (refurbishment, equipment, marketing, training, communication).

vi) Perceptions about VISP interventions and further support needs

- Identify the perceived importance of VISP interventions and needs of further support related to the provision of physical rehabilitation services.

Some of the questions in sections iv and v are solely directed towards health facilities in VISP-supported municipalities. See Annex E – Digital Survey Formularies for more details and for the complete set of questions.

### CLARIFICATION REGARDING PRIMARY DATA COLLECTION

As a result of the revision of available secondary data, and of the structuring the data analysis plan as well as the online surveys, we concluded that the cost of carrying out primary data collection to survey victims on site is higher than its benefit. Thus, we based the quantitative component of the evaluation on the analysis of secondary data and the online surveys, complemented with the qualitative data collection of the qualitative component of the evaluation. We now discuss the specific arguments for this decision:

#### The nature of VISP's implementation

The program was designed and implemented to primarily work with public sector agencies directly rather than with victims. As such, to evaluate the performance of the program, it is crucial to speak with

public officials and contractors at both the national and local levels, to identify the scope of the activities, results, challenges, and lessons learned from the program. This task is adequately carried out through the revision of secondary administrative data and records, as well as through in-depth interviews with public officials and victim's representatives (e.g., roundtables and organizations). These informants and analytical tools provide more insights about the program than primary data collection from individual victims analyzing program-related information.

#### The nature of VISIP's final performance evaluation questions

The evaluation is a performance, rather than an impact evaluation. As such, the nature of the questions is more oriented towards identifying challenges, effective practices, lessons learned, and recommendations to improve the management and implementation of the future similar activities, than at estimating causal effects on outcome variables on individual beneficiaries. The only evaluation question which has an emphasis on outcome variables from individual victim beneficiaries, is questions 3 concerning increased access to rehabilitation services. As we discussed, the existing secondary information (including the VL survey conducted by IOM in 2016 and 2021) is adequate for addressing this question. Furthermore, note that there is no existing base-line survey related to VISIP implementation with final beneficiaries that requires collecting a follow-up to carry out causal inferences.

#### Variety, quantity, and quality of secondary information.

As a result of the VISIP documentation sources review, we identified several indicators obtained from administrative records that allow us to conduct quasi-experimental exercises to estimate effects of the interventions carried out by VISIP. To exemplify, the Perception Recovery Index and the Perception Psychosocial Rehabilitation Index are part of the follow-up tool included in the Social Protection Information System (SISPRO) of the MOH, and can be calculated at the municipal level, giving us proxy information of service improvement during the period of analysis. Also, using the administrative records of each rehabilitation strategy, as well as information from the Individual Registry of Health Services Provision (RIPS), it is possible to obtain coverage indicators at the municipal level, which jointly with other territorial covariates available in secondary sources such as SISBEN, give us the possibility to estimate the effects of VISIP interventions in targeted municipalities.

#### Limitations of collecting on-site primary data from victim population

Collecting on-site surveys with victim's population is a challenging task as the sampling design requires identifying victims in a locality and estimating the total population of victims and then, reaching a sufficiently large number to make the sample representative. Additionally, this type of population is highly mobile, moving from one municipality to another, and often residing in disperse areas that area difficult and costly to access during field work. Furthermore, there are challenges regarding the sensitivity of topics, and survey exhaustion from this population, often subject of previous surveys and characterization processes, an aspect that can make it difficult to obtain informed consents.

#### Difficulty of obtaining long recall period information

Because there was no baseline, information of a potential survey would have to be retrospective. Due to the long recall period involved (10 years of VISIP's implementation) collecting primary data would require

a significant retrospective component that would plausibly result in incomplete or even biased information.

- The opportunity of carrying out online surveys, semi-structured interviews, and other qualitative tools as adequate sources of data.
- There are alternative methods to ensure data collection without having to resort to an on-site survey collection with victim population.
- The time, logistical and financial investment vs. the timing of VISIP finalization and need of having the evaluation recommendations.

Carrying out an on-site survey would imply a complex process of structuring a request for proposals, selecting a data collection firm, transferring key information of the project, the evaluation and the formularies, hiring and training data collection personnel, carrying out pilots, programming data collection instruments, carrying on-site and desk supervision, carrying out contractual reports, among other activities that would extend the evaluation period in at least a couple of months. This would imply that results would take longer to report, when VISIP's implementation would have ended, and the staff would no longer be available for discussing the results.

As a conclusion of the above arguments, we find that the high cost of carrying out an on-site data collection would be high relative to the quality of additional information that we would obtain.

## 2. DETAILED QUALITATIVE METHODOLOGY

### QUALITATIVE APPROACH TO THE EVALUATION

Although there is no univocal way of defining and conducting qualitative research, behind the large diversity of existing approaches there is a common epistemological assumption: *events are constituted by context*<sup>134</sup>. That is, to understand a social reality, the research process requires the necessary tools to analyze the singularity of any given area of interest -in this case VISIP performance- untangling its politic, legal, historical, and cultural features, as well as the interaction between different actors/ parties involved. In this sense, through deep characterization of context, qualitative methods aim for what Packer<sup>135</sup> calls, the *search of constitutive explanations*, defining the interdependent conditions or key determinants of the situations under study, and explaining how these interact with each other.

In the context of VISIP's final performance evaluation, qualitative methods were useful, on the one hand, for identifying perceptions on contributions, challenges, limitations, and learnings regarding VISIP's implementation. On the other hand, qualitative research ensured our capacity for understanding and explaining in detail the mechanisms behind these different elements of interest, delving into the dynamics implied in the implementation, as well as in the effects provoked by the evaluated program. In this sense, the main goals of the qualitative component of VISIP's final performance evaluation were:

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<sup>134</sup> Schreier, M. (2012). *Qualitative Content Analysis*. London: SAGE Publications.

<sup>135</sup> Packer, M. (2018). *La ciencia de la investigación cualitativa*. Bogotá: Ediciones Uniandes.

1. Describing in depth the specific actions implemented by VISP through the diverse voices of the actors involved.
2. Identifying the perceptions and opinions of relevant actors regarding how VISP was implemented and what were its main contributions, achievements, and limitations.
3. Exploring the main determinant factors behind VISP's contributions, achievements, and limitations, to identify learnings, challenges, and current gaps.
4. Characterizing the complexity of the contexts of implementation of VISP, analyzing how different contextual factors influenced or mediated its implementation and results.

The qualitative component of this evaluation comprises two different sources of information: (i) document review and (ii) individual and group semi-structured interviews. The triangulation of these two, in addition to the triangulation with quantitative data, guaranteed solid findings, conclusions and recommendations for the evaluation process. We now document both components of the qualitative analysis.

## QUALITATIVE DOCUMENT REVIEW

The document review served two specific purposes. On the one hand, program documentation helped us contextualize the implementation process of the VISP program during its two phases, providing insights on their main goals, achievements, and areas of intervention within their results framework (described in the Theory of Change for the Evaluation). On the other hand, documents such as institutional, non-institutional and academic reports and evaluations on the Colombian public policy for victims and related topics, provided useful contextual, normative, and complementary information for answering the evaluation questions, especially those that go beyond VISP.

Both types of document reviews were useful for conducting the evaluation to:

- Build the evaluation matrix (identify topics, informants, data sources)
- Identify contextual factors affecting VL, Peace Accord and VISP implementation
- Identify general challenges
- Identify general recommendations
- Triangulate information with qualitative and quantitative results

To this end, we carried out a review, content analysis and strategic summary of over 100 documents, including the following:

### VISP DOCUMENTATION

- Activity, Monitoring, Evaluation, and Learning Plan
- Quarterly Reports for years 2012-2021
- Annual Work Plans 2012-2021
- Guides
- Systematization of experiences
- Award
- Results and plans of the institutional strengthening model to local governments

## **VL DOCUMENTATION**

- Harvard report on integral reparation
- Attorney General follow-up reports
- Ombudsman follow-up reports
- Constitutional Court documents
- Follow-up Commission reports
- Report of survey on knowledge and attitudes of Victims
- CONPES
- Law
- Complementing Decrees

## **REHABILITATION PROGRAMS DOCUMENTATION**

- Report on knowledge and attitudes of the victims around the Victim's Law
- Evaluation of the integral reparation measure
- Strengthening functional rehabilitation services
- Report on perceptions of EREG (Strategy of Emotional Recovery)
- PAPSIVI evaluation
- Evaluation of the collective rehabilitation measure
- Trauma management from psychosocial approach
- Standards for psychosocial acts

## **ACOPLE DOCUMENTATION**

- Final evaluation
- Systematization of experiences
- Good Practices in accompanying indigenous communities
- Related academic papers
- Attention protocols
- AMELP

## **VICTIM'S ECONOMIC STABILITY DOCUMENTATION**

- CONPES
- RRI plans (Income generation, solidarity economy)
- Project documents (*Mi Negocio*, FEST, others)
- Entrepreneurship Law
- Arco methodology
- Ombudsman's office reports (on economic stability issues)

## **PEACE ACCORD DOCUMENTATION**

- Point 1 of the Peace Accord
- Point 5 of the Peace Accord
- Third report to congress on the state of progress of the implementation of the peace agreement
- Tenth verification report of the implementation of the Final Agreement of Peace in Colombia (CINEP / PPP-CERAC)
- Five years of implementation of the Final Agreement in Colombia: achievements, challenges, and opportunities for increase deployment levels (Kroc Institute and University of Notre Dame)



## SEMI-STRUCTURED INTERVIEWS

We carried out semi-structured interviews with key informants to help us identify the necessary details on VISP functioning and results. Semi-structured interviews were particularly designed to revolve around selected topics, while giving room for exploration of the complexity they imply. In other words, the semi-structured interview was sufficiently structured to cover specific themes of interest, but sufficiently flexible to inquire into the particular and complex experiences of the interviewed<sup>136</sup>. In this way, we looked for a deep characterization of results within the limits of the evaluation's scope of analysis.

We applied both individual and group interviews. Individual interviews were conducted to gather technical information on implemented actions and institutional processes. The above privileges detailed and complex descriptions. In turn, to gather information and perceptions on results, achievements, difficulties, and contributions, we conducted group interviews<sup>137</sup> privileging discussion and the contrasting of opinions.

## INTERVIEW FORMULARIES

We designed the interviews protocols based on the 118 analytical sub-categories defined in the evaluation design matrix. In detail, we identified the pertinent informants, from a set of 34 informant agencies/organizations. We then defined questions to include in each of the 118 analytical categories. With this exercise we then matched relevant questions to each informant.

With some informant organizations/agencies, we needed to address different analytical categories with different teams or persons, according to their specific knowledge. Hence, we conducted more than one interview protocol with some of the informants (e.g., 6 interviews with VU at the national level). Also, when the analytical topics to cover with one informant were too long, we divided the interviews into various protocols (or sessions). The above implied designing 62 different semi-structured interview protocols.

## KEY INFORMANTS

Informants are classified in three subgroups: a) institutional, b) non-institutional and c) IP. These informants reunite the institutions supported by VISP actions, including civil society, victims, and other cooperation actors. Most of the identified actors are key informants for all of the evaluation questions, although some of them have been selected for contributing to specific questions (e.g., for question 4 related to the 'Community Agent Model', or question 5 related to economic empowerment pilots with six victim's organizations).

Informants can also be classified according to whether they are national level informants (e.g., GoC agencies) or local informants (e.g., mayoral office or municipal victims' roundtables).

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<sup>136</sup> Galletta, A. (2013). Mastering the semi-structured interview and beyond: from research design to analysis and publication. New York University Press.

<sup>137</sup> We chose group interviews over focus groups for two main reasons. First, focus groups require a higher number of participants and more time for its application. Given the large number of interviews, visits to territory and key informants this could extend time of data recollection significantly. The second reason is that focus groups are usually applied for analyzing interaction between participants, which is not the main purpose of our interviews. These are directed mainly on identifying contributions, limitations, and difficulties in topics related to VISP.

The following table identifies the relevant informants, specifying for which evaluation questions. We also specify whether we will carry out individual or group interviews.

**TABLE 42. LIST OF INTERVIEWS OF THE QUALITATIVE COMPONENT**

| TERRITORIAL LEVEL | INFORMANT CATEGORY   | INFORMANT AGENCY/ORGANIZATION                                                              | KEY INFORMANT FOR EVALUATION QUESTIONS | MODE OF INTERVIEW APPLICATION: INDIVIDUAL (IN) OR GROUP (GR) |
|-------------------|----------------------|--------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------|
| National          | Institutional        | UARIV                                                                                      | 1,2,3,5,6,7,8                          | In                                                           |
|                   |                      | CNMH                                                                                       | 1,2,3,6,7,8                            | In                                                           |
|                   |                      | Ministry of Health and Social Inclusion                                                    | 1,2,3,4, 6,7,8                         | In                                                           |
|                   |                      | UBPD                                                                                       | 2,7,8                                  | In                                                           |
|                   |                      | CEV                                                                                        | 2,7,8                                  | In                                                           |
|                   |                      | JEP                                                                                        | 2,7,8                                  | In                                                           |
|                   |                      | Ministry of Interior                                                                       | 1,2,7,8                                | In                                                           |
|                   |                      | DPS                                                                                        | 1,2,6,8                                | In                                                           |
|                   |                      | Ombudsperson Office                                                                        | 1,2,3,6,7,8                            | In                                                           |
|                   |                      | Attorney General's Office                                                                  | 1,2,3,6,7,8                            | In                                                           |
|                   |                      | Comptroller's Office                                                                       | 1,2,3,6,7,8                            | In                                                           |
|                   |                      | Public Employment Office                                                                   | 1,2,6,8                                | Gr                                                           |
|                   |                      | SENA                                                                                       | 1,2,6,8                                |                                                              |
|                   |                      | DNP                                                                                        | 1,2,6,7,8                              | Gr                                                           |
|                   |                      | Ministry of Work                                                                           | 6                                      |                                                              |
|                   |                      | Ministry of Commerce                                                                       | 6                                      |                                                              |
|                   |                      | Ministry of Agriculture                                                                    | 6                                      |                                                              |
|                   |                      | ART                                                                                        | 6                                      | In                                                           |
|                   | Non-institutional    | National Roundtable for Victims                                                            | 1,2,3,6,7,8                            | Gr                                                           |
|                   |                      | Experts                                                                                    | 1,2,3,6,7,8                            | Gr                                                           |
|                   | Implementing partner | IOM                                                                                        | 1,2,3,5,6,7,8                          | In & Gr                                                      |
| Local             | Institutional        | Departmental Governor offices                                                              | 1,2,3,6,7,8                            | In                                                           |
|                   |                      | Municipal Mayor offices (Planning secretary or functionaries in charge of victims' policy) | 1,2,3,6,7,8                            | Gr                                                           |

**TABLE 42. LIST OF INTERVIEWS OF THE QUALITATIVE COMPONENT**

| TERRITORIAL LEVEL | INFORMANT CATEGORY         | INFORMANT AGENCY/ORGANIZATION                            | KEY INFORMANT FOR EVALUATION QUESTIONS | MODE OF INTERVIEW APPLICATION: INDIVIDUAL (IN) OR GROUP (GR) |
|-------------------|----------------------------|----------------------------------------------------------|----------------------------------------|--------------------------------------------------------------|
|                   |                            | UARIV regional offices                                   | 1,2,3,5,6,7,8                          | Gr                                                           |
|                   |                            | Hospitals                                                | 1,2,3,8                                | In                                                           |
|                   | Non-institutional          | Municipal roundtables for victims                        | 1,2,3,6,7,8                            | Gr                                                           |
|                   |                            | Ethnic representatives                                   | 1,2,3,6,7,8                            | Gr                                                           |
|                   |                            | Victims who have accessed rehabilitation strategies      | 1,2,3                                  | Gr                                                           |
|                   |                            | Victims' organizations for economic stabilization pilots | 5,6                                    | Gr                                                           |
|                   |                            | Psychosocial promoters of PAPSIVI                        | 1,2,3,8                                | Gr                                                           |
|                   |                            | AFRODES                                                  | 4                                      | Gr                                                           |
|                   |                            | ACOPLE foundation                                        | 4                                      | Gr                                                           |
|                   |                            | CISALVA                                                  | 4                                      | Gr                                                           |
|                   | Implementing partner       | IOM departmental offices                                 | 1,2,3,6,7,8                            | In                                                           |
|                   | Cooperation <sup>138</sup> | Heartland Alliance                                       | 4                                      | Gr                                                           |

For the national level informants, mainly located in Bogotá, we did one application of each interview protocol through virtual meetings. With the help of IOM and VU, we identified the most pertinent informants for these interviews, whether they currently work at entities supported by VISIP or no longer do so (considering that the program has over 10 years of implementation)<sup>139</sup>. For the local level interviews, we have selected a set of municipalities to visit, as we now describe.

### MUNICIPALITY SELECTION AND FIELDWORK

For the local level interviews, we selected 6 different departments across the Colombian territory to carry out on-site visits for conducting the interviews. These departments -and its corresponding municipalities- where regions prioritized by VISIP for its implementation and municipalities where the Community Agent Model was applied. In this order, albeit fieldwork in most municipalities helped us recollect data for all evaluation questions, some territories had a special approach in order to delve into particular evaluation questions that required more specific exploration.

<sup>138</sup> We are identifying whether interviewing other actors, including Swiss and Swedish cooperation offices

<sup>139</sup> It is also possible that we need to talk with more than one person over the same themes but discussing these with respect to different periods of VISIP's implementation (e.g., two people who had the same role over an extended period).

We selected the locations based on the following criteria:

- Departments from different regions in Colombia, to have a wider representation of different types of territories.
- Two different types of municipalities: (a) the department capital municipality, for identifying a more regional view from key informants and regional offices, and (b) a smaller municipality for analyzing more rural, disperse contexts, which were also targeted by VISP.
- Being, if possible, municipalities where VISP implemented both phases I and II of the program, in order to inquire about a longer period of the program's implementation.
- Municipalities with hospitals that offer rehabilitation services for victims, as this is a key issue for evaluation questions 1 and 3.
- Municipalities where the Community Agent Model was implemented.
- Municipalities where the economic stabilization pilots were implemented.
- Municipalities in which security conditions would not represent a threat for on-site visits.

The selected departments and municipalities are the following:

**Antioquia:** Medellín - Dabeiba.

**Caquetá:** Florencia - La Montañita.

**Cauca:** Popayán - Cal dono.

**Chocó:** Quibdó – Bojayá/Vigía del Fuerte.<sup>140</sup>

**Córdoba:** Montería - Tierralta.

**Nariño:** Pasto.<sup>141</sup>

Additionally, for properly answering questions 4 (Community Agent Model) and 5 (Pilots for economic stabilization of victims), we selected three additional municipalities. These did not have the same comprehensive approach as the 12 municipalities mentioned above (which reunite informants for various evaluation questions), as they represent just one group interview protocol for each visit:

- Anorí (Antioquia) – for question 5 (Pilots for economic stabilization of victims),
- Buenos Aires (Cauca) – for question 5 (Pilots for economic stabilization of victims),

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<sup>140</sup> Although administratively Vigía is located in Antioquia, for the program, it was part of the Chocó territorial.

<sup>141</sup> In Nariño we also planned to visit Policarpa municipality, but security conditions did not make it possible.

In each one of these municipalities, we will applied one protocol to the corresponding local informants (e.g., to the victim's focal point of the Mayor's office).

Additionally, to properly answer question 3 (access to rehabilitation measures), from the twelve municipalities where we conducted group interviews directly with victims in five municipalities, covering the five rehabilitation programs supported by VISP. These interviews were applied with victims who have accessed:

- PAPSIVI (in Florencia)
- EREG (in Medellín)
- Functional rehabilitation (in Montería)
- Entrelazando (in Pasto)
- Ethnic collective rehabilitation (in Popayán).

In addition to covering topics related to access to the corresponding rehabilitation services, we included questions on victims' perspectives on socioeconomic stabilization (Q6) and the Peace Accord implementation (Q7).

## RESULTS OF DATA COLLECTION

The fieldwork just described resulted in the realization of 159 semi-structured interviews. At the local level we applied 110 interviews, and 49 at the national level. We detail this information in exhibit 165.

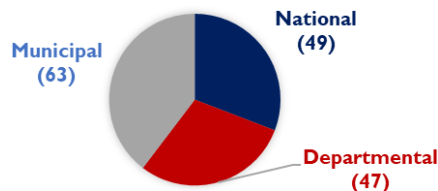


Exhibit 165. Semi-structured interviews conducted at the national, departmental, and municipal levels.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

The following map describes the number of interviews done in each of the six selected departments and at the national level:

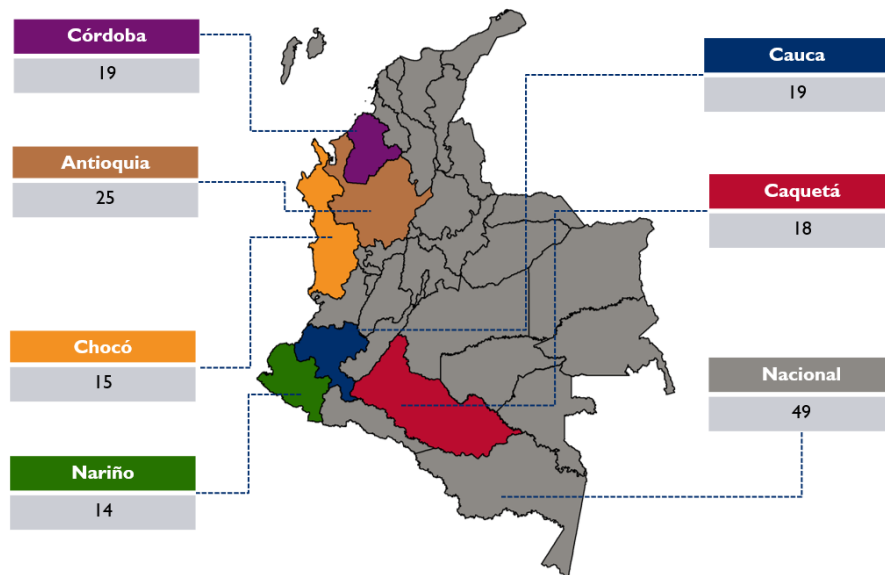


Exhibit 166. Semi-structured interviews conducted at the six selected departments.

SOURCE: QUALITATIVE DATA COLLECTED BY EVALUATION TEAM

Finally, the next table describes the number of semi-structured interviews applied to every key informant within the classification of actor types created for this evaluation process.

**TABLE 43. CLASSIFICATION OF KEY INFORMANTS FOR THE SEMI-STRUCTURED INTERVIEWS.**

| ACTOR TYPE             | INFORMANTS                    | NUMBER OF INTERVIEWS |
|------------------------|-------------------------------|----------------------|
| Institution (National) | CNMH                          | 1                    |
|                        | ART                           | 3                    |
|                        | CEV                           | 2                    |
|                        | Ombudsman Office              | 2                    |
|                        | DNP                           | 1                    |
|                        | DPS                           | 1                    |
|                        | JEP                           | 1                    |
|                        | Ministry of Agriculture       | 1                    |
|                        | Ministry of Commerce          | 1                    |
|                        | Ministry of Health            | 3                    |
|                        | Ministry of Interior          | 3                    |
|                        | Public Service for Employment | 1                    |
|                        | UARIV                         | 6                    |
|                        | UBPD                          | 1                    |

**TABLE 43. CLASSIFICATION OF KEY INFORMANTS FOR THE SEMI-STRUCTURED INTERVIEWS.**

| ACTOR TYPE               | INFORMANTS                                        | NUMBER OF INTERVIEWS |
|--------------------------|---------------------------------------------------|----------------------|
| Institution (Local)      | ART                                               | 5                    |
|                          | CEV                                               | 1                    |
|                          | Regional Ombudsman Office                         | 5                    |
|                          | Mayor Office                                      | 18                   |
|                          | Governor's office officials                       | 5                    |
|                          | Hospitals                                         | 8                    |
|                          | Ombudsperson municipal offices                    | 5                    |
|                          | UARIV                                             | 13                   |
| Non-institutional actors | ACOPLE                                            | 1                    |
|                          | AFRODES                                           | 1                    |
|                          | Ethnic authorities                                | 3                    |
|                          | Beneficiaries of rehabilitation                   | 5                    |
|                          | Beneficiaries of returns and relocation processes | 1                    |
|                          | CISALVA                                           | 2                    |
|                          | Experts on income generation                      | 2                    |
|                          | Municipal Victims' Roundtables                    | 13                   |
|                          | National Victims' Roundtable                      | 3                    |
|                          | Socioeconomic stabilization VISP Pilots           | 6                    |
|                          | PAPSIVI promoters                                 | 7                    |
|                          |                                                   |                      |
| Implementing partners    | IOM                                               | 26                   |
|                          | Heartland                                         | 2                    |
| TOTAL                    |                                                   | 159                  |

Qualitative data collection took two months, starting on March 2022 and finishing in April 2022. All the members of the evaluating team were be involved in virtual and on-site application of protocols. These were also tested before fieldwork to make the necessary adjustments.

### QUALITATIVE DATA ANALYSIS

With the consent of interviewees, we recorded the audio of all interviews and transcribed them verbatim, with the support of MEL activity assessment component. These transcriptions were classified

into a register and follow-up matrix with the next attributes: national/local level, type of qualitative instrument (individual or group interview), type of informant (institutional, non-institutional, IP), municipality and department. These helped us to emphasize the analysis on these different characteristics and to contrast different perspectives, as needed.

The content of the transcriptions passed through a two-stage process of qualitative analysis. For the first stage, with the support of a team of five analysts and the MEL activity assessment component, we applied a codebook of 96 categories based on the same analytical categories and sub-categories defined in the evaluation design matrix. In detail, using the specialized software N-VIVO 12, we classified relevant fragments of transcriptions according to these predefined categories, in order to organize the different perceptions and opinions of all key informants into “boxes” related to the relevant topics of analysis in each of the evaluation questions. In this way, this stage of analysis allowed us to conduct a first level of triangulation of data, joining and contrasting the diverse voices of the relevant actors. The codification process was supervised by the qualitative methods specialist, who worked hand-in-hand with the MEL activity assessment team for the capacitation of the analysis team, the testing of the codebook categories, the definition of codification products and the realization of supervision meetings for solving doubts.

After applying the codebook categories to transcriptions, we conducted a second stage of analysis based on a qualitative thematic analysis. Whilst the first coding process applied a deductive approach based on predefined categories, the second stage applied an inductive approach, permitting the emergence of themes that expose the singularities within the categories of interest. This process allowed us to establish hierarchies, relations, contradictions, and to identify processes between recurrent themes or patterns in the experiences of participants. At this stage, we also used qualitative data visualizations techniques -using Nvivo 12 and T-LAB software- to complement and support the thematic analysis process. Thus, the second stage of analysis enabled us to give account of the complexity and the different relations inside the collected data<sup>142</sup>.

The following table describes the type of data visualizations used:

| TABLE 44. TYPE OF DATA VISUALIZATIONS CARRIED OUT |                                                                                                                                                                                                                          |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TYPE                                              | DEFINITION                                                                                                                                                                                                               |
| Word Clouds                                       | It presents the most frequent words among the processed textual data (documents or categories) in order to understand the most relevant lexical units or concepts for a group of actors, cases or particular categories. |
| Stacked Bar Charts                                | It presents the number of mentions by selected categories or subcategories, allowing to identify the degree of importance that particular actors or groups give to certain topics.                                       |
| Radial Diagram                                    | It allows the identification of differences between various types of actors with respect to previously defined categories or subcategories.                                                                              |
| Sentiment Analysis                                | Sentiment analysis is an automated process based on natural language recognition using a predefined scoring system. Each word containing sentiment has a predefined score. Each                                          |

<sup>142</sup> Bra Braun, V. and Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.  
Nowell, L., Norris, J., White, D., and Moules, N. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Research*. Volume 16, No. 1.



**TABLE 44. TYPE OF DATA VISUALIZATIONS CARRIED OUT**

| TYPE              | DEFINITION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | <p>sentiment code represents a rank on a Likert-type scale (Very positive, moderately positive, moderately negative, very negative).</p> <p>The score of each word determines the sentiment code with which it is coded.</p> <p>Word scores can change if they are preceded by a modifier (e.g., more or something) that intensifies the sentiment.</p> <p>Words with a score that falls within the neutral range are not coded.</p>                                                                                        |
| Word associations | Allows to observe the co-occurrence and similarity relationships that determine the local meaning of the selected keywords. The associations can be expressed by means of radial diagrams where the proportional distances are observed according to the degree of association of the words with respect to the central lexical unit.                                                                                                                                                                                       |
| Sequence Analysis | It allows to graphically organize the word associations of a central term or concept by considering the positions of the various lexical units in relation to each other. It shows in blue the lexical units preceding and in orange the lexical units following the selected keyword. The proximity between key words is represented graphically by the thickness of the arrows connecting them. The words with a larger size represent the dominant lexical units in the corpus, i.e., those with the highest repetition. |

Finally, the themes identified through the second stage of analysis was triangulated with quantitative findings and document review into a triangulation matrix. This tool helped us to organize evidence and to formulate a first version of evaluation findings, conclusions and recommendations.

## ETHICAL CONSIDERATIONS

According to USAID's Common General Policy for the Protection of Human Subjects (ADS Chapter 200<sup>143</sup>), the qualitative component of this performance evaluation can be classified as an *Operations research or service delivery research*, as its main purpose is to understand the functioning, efficiency and effectiveness of a given intervention. In our particular case, our qualitative research design was built to delve into the strengths, achievements, difficulties and learned lessons derived from VISP's functioning and its main results, particularly, at strengthening Colombian institutions for an adequate implementation of the public policy for victims of the armed conflict.

Although, the emphasis of qualitative recollection of data was focused on the implementing partner (23 interviews) and institutional actors (93 interviews), we also carried out an important number of semi-structured interviews with non-institutional actors (43 interviews); a group composed by victims representatives (at the municipal and national roundtables), ethnic authorities, victims who received rehabilitation services, PAPSIVI promoters, victims organizations benefited with productive projects and people involved in the CAM implementation. Our purpose for including these key informants was to assess and contrast VISP's strengthening results with the target population of the public policy for victims, that is, the victims themselves. However, as our qualitative fieldwork implied working with persons in vulnerable conditions, special ethical guidelines had to be considered.

<sup>143</sup> USAID (2006) Protection of Human Subjects in Research Supported by USAID. A Mandatory Reference for ADS Chapter 200

Throughout the recollection and analysis of qualitative data we permanently took into account the basic ethical principles for the protection of human subjects of research, as stated at the Belmont Report<sup>144</sup>; these guidelines are the following: *respect*, as we strived for recognizing the autonomy of our informants as individuals capable of deliberating and making choices according to their personal goals within the frame of our research; *beneficence*, as we adopted the obligation of doing no harm, minimizing risks of such harm and maximizing well-being of key informants during the evaluation process; *justice*, as we avoided imposing unduly burdens on informants and we also adopted differential treatments according to their particular necessities, in order to aim for equity treatment. Below we explain the main ways we materialized these ethical principles:

- In order to respect victims' intimacy and establishing trust with them, we identified potential interviewees through the national and regional offices of the implementing partner. Thus, first contact was made by IOM officials, and just then, when the potential informants agreed on being contacted, we proceeded to schedule with them the corresponding interview.
- During fieldwork, interviews were scheduled in secure and comfortable places. Most of the semi-structured interviews were applied in hotel auditoriums and mayor's and disposed for meetings, always ensuring the privacy, confidentiality and comfort of the participants. Also, as many of informants had to travel in order to get to these places, we covered their transport costs.
- We strived for informed consent with all participants, understanding this not as the mere consent form, but as a dialogue process that guarantees comprehension of the evaluation process. Thus, before interviews we took the necessary time for explaining the scope of the project, its objectives, its particular procedures and the use of the collected information. We also emphasized in the voluntariness of their participation.
- The semi-structured interview protocols for victims were carefully designed not to delve into potentially traumatic experiences of victimization within the armed conflict. In this sense, we avoided stablishing conversations on sensitive topics that could provoke harmful emotional activations. However, we also emphasized before starting the interviews, that participants were not under the obligation of taking about topics or situations that would make them uncomfortable.
- The evaluation and the MEL activity teams guaranteed the confidentiality of the gathered information and the privacy of all informants. All audios, transcriptions, codification reports are under MELA's supervision and will not be disclosed to other stakeholders. Also, these archives cannot be traced to any particular participant. Finally, in the evaluation report and its annexes all of the excerpts of interviews were treated to ensure anonymity.

### 3. TRIANGULATION STRATEGY

As stated above, we triangulated findings derived from the quantitative and qualitative components of the evaluation with the objective of enhancing the consistency of the results using several methods and sources of information<sup>145</sup>. This also permitted us to complement the strengths and limitations of each

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<sup>144</sup> National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1979). The Belmont Report. United States Department of Health and Human Services (HHS).

<sup>145</sup> Arias (2000)

methodological approach. On the one hand, the quantitative component provided evidence of the outcomes and elements to identify relations between them and the context. On the other hand, qualitative component provided an in-depth analysis and explanation of the empirical findings and the incidence of the context in VISIP contributions, achievements, limitations, and difficulties. Analogously, qualitative findings also provided statistical validation in the quantitative results. For instance, through the qualitative analysis, the team obtained some findings towards answering the evaluation questions, and these findings were quantified and deemed significant with the results from the empirical strategy.

Triangulation took place at the following moments of the evaluation:

- **Methodological design:** The evaluation design allows triangulation between the quantitative and the qualitative components, instruments, actors, sources of information, and analysis methods. The possibilities of triangulation are shown in the evaluation design matrix.
- **Sample design:** We also conducted triangulation across sources of information, including across: i) the three levels of territorial analysis: national, departmental, and municipal, ii) regions, in terms of the context of the selected departments and municipalities, and iii) type of actors (institutional, non-institutional and IP, at both the national and local levels).
- **Instruments design:** The instrument design allowed triangulation as different informants shared their perceptions and opinions related to the same topics. The instruments were designed to capture the differences in actor's opinions and perceptions.
- **Data collection:** The information from secondary sources enhanced the triangulation between primary sources. For instance, the initial document review evidences the difference in perspectives between actors in topics related to the evaluation questions.
- **Analysis:** Based on the evaluation design matrix, the codebook categories, and the thematic analysis, the findings derived from all sources of information were integrated.

We also carried out triangulation activities as:

- Comparing the information gathered in interviews with the information registered in VISIP work plans and quarterly reports, institutional and non-institutional documents, and academic studies.
- Comparing the data from secondary sources with data provided in the interviews (when applicable).
- Comparing field diaries with the descriptive reports that the “transcription” and codification team elaborated.
- Carrying out work sessions to present, discuss and integrate results stemming from both the quantitative and qualitative methodologies.

## ANNEX E – INSTRUMENTS

### I. QUALITATIVE INSTRUMENTS

#### INSTITUCIONALIDAD NACIONAL

Introducción  
(para todos los  
protocolos)

¡Bienvenido/a!

Para nosotrxs como equipo consultor resulta muy valiosa su disposición para estar en este espacio. Hoy queremos conversar con usted sobre unos temas muy puntuales relacionados con el Programa de Apoyo Institucional para las Víctimas -VISP, financiado por USAID e implementado por OIM. En específico quisiéramos dialogar sobre cómo las acciones de este programa fortalecieron (o no) el trabajo institucional de la entidad en la que usted se desempeña (reemplazar según sea el caso, UARIV, CNMH, MinSalud, etc.). Esperamos poder comprender mejor el apoyo recibido y saber cuáles fueron las principales contribuciones, logros, retos, dificultades y aprendizajes.

Es importante señalar que lo que charlemos en este espacio es de carácter confidencial, su información personal no será revelada bajo ninguna circunstancia y lo que hablemos será tratado exclusivamente para fines investigativos.

¿Tiene preguntas o inquietudes sobre lo que le acabamos de contar? (RESPONDER TODAS LAS PREGUNTAS HASTA QUE EL/LA ENTREVISTADO/A MANIFIESTE QUE ENTIENDE Y TIENE CLARIDAD SOBRE EL PROCESO)

Queremos ahora preguntarle dos cosas puntuales: 1. ¿Está de acuerdo con realizar la entrevista? 2. ¿Está de acuerdo con que grabemos la sesión para luego poder analizarla con cuidado? (recordar términos de confidencialidad y anonimato).

**INSTRUMENTO #1: REGISTRO Y APOYO OPERATIVO**

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                           | TEMÁTICA                | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                  | Introducción            | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>I. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening?</p> | Registro                | <p>¿Cuáles fueron los apoyos más estratégicos del apoyo VISIP al montaje de sistemas de información para el funcionamiento operativo de la Unidad?</p> <p>¿Cuál era la situación en temas de registro de la población Víctima antes del desarrollo de los sistemas de Información apoyados por VISIP y cuál es la situación actualmente?</p> <p>¿De qué manera mejoró el apoyo a la operación de los sistemas la atención a la población víctima?</p> <p>Desde su perspectiva, ¿a nivel territorial existe una adecuada apropiación y uso de los sistemas de información apoyados por VISIP?</p> <p>¿Cómo ha incidido el desarrollo de estos sistemas de información en la implementación de la Ley de víctimas y particularmente en los procesos de planeación, seguimiento y monitoreo de la Unidad?</p> <p>¿Cuáles son los principales desafíos que enfrentan actualmente los sistemas de información en aspectos como su uso efectivo o la calidad de la información registrada? (cambios de personal)</p> <p>Teniendo en cuenta los desafíos mencionados ¿Hacia que acciones o desarrollos estratégicos dirigiría nuevos recursos de cooperación internacional en materia de registro y sistemas de información?</p> |
|                                                                                                                                                                                                                                                                                                  | Apoyo operativo         | <p>¿Cómo incidieron los apoyos dados por VISIP en el mejoramiento de los servicios ofrecidos por la Unidad en cuanto a procesos administrativos -por ejemplo, el diseño y ajuste de estructuras organizacionales, la planeación estratégica, la defensa jurídica y los procesos de gestión de calidad?</p> <p>¿Qué desafíos existieron en la apropiación de estos apoyos operativos?</p> <p>¿Cómo incidió el apoyo de VISIP en el acceso de las víctimas a esquemas de asistencia y servicios, para la consolidación de un esquema de coordinación horizontal entre la UARIV y otras entidades del nivel nacional?</p> <p>¿Qué desafíos se presentaron o se presentan todavía en materia de coordinación con otras entidades del gobierno?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                  | Seguimiento y monitoreo | <p>¿Cuál considera ha sido el impacto del apoyo de VISIP en el desarrollo e implementación de estrategias de seguimiento, monitoreo y evaluación para el trabajo de la Unidad?</p> <p>¿Qué retos o desafíos se han presentado en la incorporación de estas herramientas de seguimiento?</p> <p>¿De qué forma incidió el apoyo de VISIP en los procesos de rendición de cuentas en favor de las víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                  | Pandemia Covid-19       | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISIP?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## INSTRUMENTO #1: REGISTRO Y APOYO OPERATIVO

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | ¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISIP en la unidad?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                        | Cierre   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISIP y municipios no VISIP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISIP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

## INSTRUMENTO #2: REHABILITACIÓN PSICOSOCIAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                           | TEMÁTICA      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                  | Introducción  | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p>                                                                                                                                                                                                 |
| <p>1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> | EREG          | <p>¿Cuáles han sido los apoyos más estratégicos de VISIP en la implementación de la EREG?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnicos-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera se ha articulado VISIP con su entidad en temas de fortalecimiento al talento humano en el marco de la EREG?</p> <p>¿Qué desafíos enfrenta hoy la EREG?</p> |
|                                                                                                                                                                                                                                                                                                                                  | Acceso a EREG | <p>¿Qué acciones apoyadas por VISIP considera que han facilitado el acceso de personas víctimas a la atención psicosocial de la EREG?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a la EREG?</p>                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                  | Entrelazando  | <p>¿Cuáles han sido los apoyos más estratégicos de VISIP en la implementación de Entrelazando?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnicos-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera se ha articulado VISIP con su entidad en temas de fortalecimiento al talento humano en el marco de Entrelazando?</p>                                  |
| 3. To what extent have VISIP-funded interventions increased access to physical                                                                                                                                                                                                                                                   |               |                                                                                                                                                                                                                                                                                                                                                                                              |

## INSTRUMENTO #2: REHABILITACIÓN PSICOSOCIAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                 | TEMÁTICA                                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?</p> <p>4. What are the main strengths and weaknesses of the “Community Agent Model”?</p> | Acceso Entrelazando                        | <p>¿Qué desafíos enfrenta hoy Entrelazando?</p> <p>¿Qué acciones apoyadas por VISP considera que han facilitado el acceso de personas víctimas en la estrategia Entrelazando?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a Entrelazando?</p>                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                        | Colectiva étnica                           | <p>¿Cuáles han sido los apoyos más estratégicos de VISP en la implementación de acciones de atención psicosocial con enfoque étnico?</p> <p>¿Cuál ha sido el rol de VISP en materia de desarrollos técnicos-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera se ha articulado VISP con su entidad en temas de fortalecimiento al talento humano para la atención psicosocial con enfoque étnico?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación psicosocial con enfoque étnico?</p>                                                                                                                                                                        |
|                                                                                                                                                                                                                                        | Acceso a rehabilitación colectiva étnica   | <p>¿Qué acciones apoyadas por VISP considera que han facilitado el acceso de comunidades étnicas a la rehabilitación psicosocial?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a la rehabilitación física basada en la comunidad?</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                        | Acciones focales                           | ¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                        | Adopción de principios CAM en Entrelazando | ¿En qué medida los modelos “Community Agent Model” o de rehabilitación basada en la comunidad se han incorporado a la oferta de la Unidad para las Víctimas?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                        | Cierre                                     | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

### INSTRUMENTO #3: OTRAS MEDIDAS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción            | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Indemnización           | <p>¿Qué acciones desarrolladas en el marco de VISP considera que tuvieron un impacto positivo en el acceso de personas víctimas a indemnización?</p> <p>¿Qué desafíos se presentaron con respecto a este apoyo en procesos de indemnización?</p> <p>¿Cuáles son los logros y retos de esquemas de acompañamiento a la indemnización, como el trabajado con VISP?</p> <p>¿Qué se puede hacer para que las indemnizaciones tengan un impacto en la sostenibilidad económica de las víctimas?</p>                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                          | Retorno y reubicación   | <p>¿Qué acciones en el marco de VISP, tuvieron un impacto positivo en los procesos de retorno y reubicación de víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                          | Reparación colectiva    | <p>¿Qué apoyos del programa VISP tuvieron un especial impacto positivo en materia de reparación colectiva?</p> <p>¿Qué desafíos se presentaron en este proceso?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                          | Reparations School      | <p>¿Qué apoyos del programa VISP tuvieron un especial impacto positivo respecto a la escuela de reparaciones (Reparations School)?</p> <p>¿Qué desafíos se presentaron en este proceso?</p> <p>¿Por qué se acabó la escuela de reparaciones?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                          | Medidas de satisfacción | <p>¿Cuáles fueron los apoyos más estratégicos de VISP al trabajo de la UARIV en materia de reparación simbólica de las comunidades afectadas por el conflicto armado en Colombia?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                          | Cierre                  | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |



#### INSTRUMENTO #4: ENFOQUE DIFERENCIAL, PARTICIPACIÓN Y OTROS

| PREGUNTA DE EVALUACIÓN | TEMÁTICA            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Introducción        | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                        | Participación       | <p>¿Cuáles fueron los principales apoyos de VISP a los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP respecto al apoyo a la participación?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                        | Enfoque diferencial | <p>¿Cómo apoyó VISP la apropiación de los enfoques diferenciales en su entidad? (preguntar por formación, protocolos, trabajo con organizaciones)</p> <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas desde su entidad?</p> <p>¿Cuáles son los retos para seguir incorporando el enfoque diferencial en la atención a las personas víctimas del conflicto desde su entidad?</p>                                                                                                                                                                                                                                          |
|                        | Descentralización   | <p>¿Cuáles han sido los logros y desafíos del apoyo de VISP a la descentralización del trabajo de la Unidad?</p> <p>¿De qué manera ha incidido la Unidad con el apoyo d VISP en incluir el tema de víctimas en la planeación nacional y territorial?</p> <p>¿Cómo ha impactado esto la atención a personas víctimas en el territorio?</p>                                                                                                                                                                                                                                                                                                                                                    |
|                        | Comunicaciones      | <p>¿Qué impactos generó VISP, en su apoyo a las diferentes estrategias de comunicación de la UARIV?</p> <p>¿Qué contribuciones aportó VISP a la divulgación y socialización de la ley de víctimas en el país?</p> <p>¿Qué desafíos enfrenta la UARIV con respecto al manejo de sus comunicaciones?</p>                                                                                                                                                                                                                                                                                                                                                                                       |
|                        | Cierre              | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

## INSTRUMENTO #5: SOSTENIBILIDAD DE APOYO VISP

| PREGUNTA DE EVALUACIÓN                                                                                                               | TEMÁTICA                                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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|                                                                                                                                      | Introducción                                     | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results? | Capacidad técnica, fiscal y sostenibilidad rural | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que la UARIV pueda sostener hacia el futuro los resultados conseguidos con el apoyo de VISP?</p> <p>¿Qué brechas o desafíos enfrenta la Unidad para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p>                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                      | Compromiso político                              | <p>¿Cómo cree que ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y del Acuerdo Final?</p>                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                      | Marco normativo                                  | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                      | Participación ciudadana                          | <p>¿Cuál cree usted que es el impacto en la participación ciudadana de acuerdo con los resultados alcanzados por la entidad con el apoyo de VISP?</p> <p>¿Cómo lograr mantener los espacios y las garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                      | Seguimiento y monitoreo                          | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados obtenidos por la Unidad para las Víctimas apoyada por VISP?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                      | Cierre                                           | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

## INSTRUMENTO #6: ACUERDOS DE PAZ Y RELACIONAMIENTO

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                  | TEMÁTICA                            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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|                                                                                                                                                                                                                                         | Introducción                        | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Reparación en el marco del acuerdo  | <p>¿Cuáles son los resultados del apoyo de VISP al componente de reparación del Acuerdo Final, especialmente sobre la puesta en marcha del Plan Nacional de Rehabilitación?</p> <p>¿Qué desafíos tiene la continuidad del apoyo de la cooperación internacional en la implementación del componente de reparación?</p>                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                         | Ajustes institucionales para el SIP | <p>¿Cuáles fueron los apoyos más estratégicos de VISP a la Unidad para las Víctimas para proveer insumos para las negociaciones de paz?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results? What recommended improvements to future programming?                                                              | Relacionamiento                     | <p>¿Cuáles fueron los actores institucionales más relevantes para la implementación de acciones que se trabajaron conjuntamente con VISP?</p> <p>¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones derivadas del apoyo de VISP a la Unidad?</p> <p>¿Cómo contribuyeron?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p>                                                                                                                                                |
|                                                                                                                                                                                                                                         | Cierre                              | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

## INSTRUMENTO #7 GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                | TEMÁTICA               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? | Generación de ingresos | <p>¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas? (Están trabajando en una ruta de articulación, ¿cómo es?</p> <p>¿qué articulaciones están trabajando, por ejemplo, en el marco de la RRI, y ahora, con la Mesa Nacional de Generación de Ingresos, Asociatividad y Comercialización, la Mesa Equidad, ART, sector privado, MT y SENA en temas de generación de ingresos?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles considera son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?</p> <p>¿Cuáles han sido las dos principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas?</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas?</p> <p>Los números muestran que el emprendimiento no está contribuyendo a la superación de la situación de vulnerabilidad, ¿qué se puede hacer al respecto?</p> <p>¿Qué se puede hacer para que las indemnizaciones tengan un impacto en la sostenibilidad económica de las víctimas?</p> <p>¿Puede contarme sobre el Índice Global de Restablecimiento Socioeconómico?</p> <p>¿Puede contarme sobre la “ruta de articulación institucional de potenciales beneficiarios?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la generación de ingresos para las víctimas?</p> |
|                                                                                                                                                                       | Empleabilidad          | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando para avanzar en la empleabilidad de las víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## INSTRUMENTO #7 GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Cierre   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISIP y municipios no VISIP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISIP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? (desarrollo de qué proyectos o normativa, implementación de qué proyectos existentes, articulación entre qué actores)</p> |

## CNMH

## INSTRUMENTO #1 – CONSTRUCCIÓN DE MEMORIA Y ENFOQUES TRANSVERSALES

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                    | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                                                                                                                                                                                                                                                           | Introducción                             | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                         |
| I. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Memoria histórica y reparación simbólica | <p>¿En general, cómo valora los aportes del programa VISIP a la construcción de memoria histórica en Colombia?</p> <p>¿Cómo fortaleció el programa VISIP la construcción y difusión de la memoria histórica en el contexto local y regional?</p> <p>¿Cómo contribuyó VISIP a los procesos de reparación simbólica de las comunidades afectadas por el conflicto armado en Colombia?</p>                                                              |
|                                                                                                                                                                                                                                                                                                                           | Participación en 1448                    | <p>¿Cómo apoyó VISIP los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles considera que fueron los principales logros y desafíos del trabajo de VISIP en materia de apoyo a la participación?</p>                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                           | Enfoque diferencial                      | <p>¿Cómo apoyó VISIP la apropiación de los enfoques diferenciales en su entidad? (preguntar por formación, protocolos, trabajo con organizaciones)</p> <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas desde su entidad?</p> <p>¿Cuáles son los retos para seguir incorporando el enfoque diferencial en la atención a las personas víctimas del conflicto desde su entidad?</p> |

## INSTRUMENTO #1 – CONSTRUCCIÓN DE MEMORIA Y ENFOQUES TRANSVERSALES

| PREGUNTA DE EVALUACIÓN                                                                                                                                                      | TEMÁTICA        | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|                                                                                                                                                                             | Comunicación LV | ¿Qué impactos generó VISIP en su apoyo a las diferentes estrategias de comunicación del CNMH ?<br>¿Qué contribuciones aportó VISIP a la divulgación y socialización de la ley de víctimas en el país?                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISIP results? What recommended improvements to future programming? | Relacionamiento | ¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones realizadas con el apoyo de VISIP? ¿Cómo contribuyeron los diferentes actores?<br>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación desarrolladas con el apoyo del programa VISIP? ¿Cómo contribuyeron los diferentes actores?<br>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local<br>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores? |
|                                                                                                                                                                             | Cierre          | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## INSTRUMENTO #2: APOYO TÉCNICO Y OPERATIVO

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                    | TEMÁTICA          | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                           | Introducción      | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM                                                                                                                                                                                                                                                                                                                       |
| 1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Apoyo operativo   | ¿Cuáles han sido los impactos más estratégicos del apoyo operativo de VISIP al CNMH en procesos administrativos -por ejemplo, en el diseño y ajuste de estructuras organizacionales, la planeación estratégica y los procesos de gestión de calidad?<br>¿Qué desafíos se presentaron en el trabajo articulado con VISIP?<br>¿Cuáles han sido los logros y desafíos del apoyo de VISIP para la consolidación de un esquema de coordinación horizontal entre el CNMH y otras entidades de nivel nacional? |
|                                                                                                                                                                                                                                                                                                                           | Descentralización | ¿Cuáles han sido los logros y desafíos del apoyo de VISIP a la descentralización del trabajo del CNMH?<br>¿Cómo ha impactado esto la atención a personas víctimas en el territorio?                                                                                                                                                                                                                                                                                                                     |

## INSTRUMENTO #2: APOYO TÉCNICO Y OPERATIVO

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                         |
|------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Seguimiento y monitoreo      | ¿Cuáles han sido los principales impactos del apoyo VISP en el desarrollo e implementación de estrategias de seguimiento, monitoreo y evaluación del CNMH?<br>¿Qué desafíos se presentaron en este proceso?                     |
|                        | Efectos de pandemia COVID-19 | ¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP?<br>¿En general, qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP? |
|                        | Cierre                       | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                               |

## INSTRUMENTO #3: SOSTENIBILIDAD DEL APOYO VISP

| PREGUNTAS DE EVALUACIÓN                                                                                                              | TEMÁTICAS                                        | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                      | Introducción                                     | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                                                                                   |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results? | Capacidad técnica, fiscal y sostenibilidad rural | ¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda proyectar hacia el futuro los resultados obtenidos con el apoyo de VISP en materia de fortalecimiento institucional e implementación de políticas?<br>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales? |
|                                                                                                                                      | Compromiso político                              | ¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?<br>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y del Acuerdo Final?                                                                                                                           |
|                                                                                                                                      | Marco normativo                                  | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                             |
|                                                                                                                                      | Participación ciudadana                          | ¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados con apoyo de VISP en entidad?<br>¿Cómo lograr mantener los espacios y las garantías de participación logradas hasta el momento?                                                                                                                                                      |

### INSTRUMENTO #3: SOSTENIBILIDAD DEL APOYO VISP

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                           |
|-------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                         | ¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?                                                                                      |
|                         | Seguimiento y monitoreo | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?                                             |
|                         | Cierre                  | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

### MINISTERIO DE SALUD

### INSTRUMENTO #1 - PAPSIVI Y ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                            |
|------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Introducción                | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                                                                                   |
| 1                      | PAPSIVI                     | ¿Cuáles han sido los apoyos más estratégicos de VISP la implementación del PAPSIVI?<br>¿Cuál ha sido el rol de VISP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?<br>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?<br>¿Qué desafíos enfrenta hoy el PAPSIVI? |
| 3                      | Acceso PAPSIVI              | ¿Qué acciones apoyadas por VISP considera que han facilitado el acceso de personas víctimas a la atención psicosocial del PAPSIVI?<br>¿Qué acciones apoyadas por VISP han facilitado el acceso de personas víctimas al componente de salud de PAPSIVI?<br>¿Qué brechas existen aún entre los diferentes perfiles poblacionales para acceder al PAPSIVI?                            |
| 4                      | Adopción del CAM en PAPSIVI | ¿En qué medida se ha incorporado el modelo de rehabilitación basada en la comunidad o “community agent model” en el funcionamiento del PAPSIVI?                                                                                                                                                                                                                                    |
| 1                      | Enfoque diferencial         | ¿Cómo apoyó VISP la apropiación de los enfoques diferenciales en el Ministerio de Salud? (preguntar por formación, protocolos, trabajo con organizaciones)<br>¿Qué acciones apoyó VISP con organizaciones de personas víctimas en materia de enfoque diferencial?                                                                                                                  |



## INSTRUMENTO #1 - PAPSIVI Y ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando el enfoque diferencial en la atención a las personas víctimas del conflicto?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                        | Cierre   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>¿Cuáles han sido los más grandes logros, así como dificultades en la implementación de los apoyos de VISP para la rehabilitación psicosocial de las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p> |

## INSTRUMENTO #2 – REHABILITACIÓN FÍSICA

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                       | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Introducción                   | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| I                      | R. Física individual           | <p>¿Cuáles han sido los apoyos más estratégicos de VISP la implementación de acciones para la rehabilitación física?</p> <p>¿Cómo se ha dado la implementación de estos desarrollos técnicos en los servicios de rehabilitación?</p> <p>(Si la persona no lo refiere, pregunte la diferencia entre los servicios de mediana-alta complejidad y los de baja complejidad)</p> <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física individuales para personas víctimas?</p> |
| 3                      | Acceso a rehabilitación física | <p>¿Qué acciones apoyadas por VISP considera que han facilitado el acceso de personas víctimas a la rehabilitación física individual?</p> <p>¿Existen diferencias en el acceso a servicios de rehabilitación de alta y mediana complejidad, frente al acceso a servicios de rehabilitación de baja complejidad?</p> <p>¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder a la rehabilitación física individual?</p>                                                                                                                                                                                        |

## INSTRUMENTO #2 – REHABILITACIÓN FÍSICA

| PREGUNTA DE EVALUACIÓN | TEMÁTICA            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                      | Enfoque diferencial | <p>¿Cómo apoyó VISP la apropiación de los enfoques diferenciales en su entidad? (preguntar por formación, protocolos, trabajo con organizaciones)</p> <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas desde su entidad?</p> <p>¿Cuáles son los retos para seguir incorporando el enfoque diferencial en la atención a las personas víctimas del conflicto desde su entidad?</p>                                                                                                                                                                                                                                                                                    |
|                        | Cierre              | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>¿Cuáles han sido los más grandes logros, así como dificultades en la implementación de los apoyos de VISP para la rehabilitación física de las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p> |

## INSTRUMENTO #3 – SOSTENIBILIDAD DE APOYO VISP

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS                                        | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Introducción                                     | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                 |
| 2                       | Capacidad técnica, fiscal y sostenibilidad rural | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el Gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p> |
| 2                       | Compromiso político                              | <p>¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                          |

### INSTRUMENTO #3 – SOSTENIBILIDAD DE APOYO VISP

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2                       | Marco normativo         | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                                                                                                                                                                                                          |
| 2                       | Participación ciudadana | ¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados con apoyo de VISP en entidad?<br>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?<br>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?                                                                                                                                                                                                                       |
| 2                       | Seguimiento y monitoreo | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?                                                                                                                                                                                                                                                                                                                                                                                                           |
|                         | Cierre                  | ¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?<br><br>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?<br><br>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

### INSTRUMENTO #4 – DESCENTRALIZACIÓN, MONITOREO Y RELACIONAMIENTO

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Introducción      | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                                                                                                                                                                   |
| 1                       | Descentralización | En su línea de fortalecimiento institucional ¿Cómo aportó VISP a la descentralización de la política pública para las víctimas en lo correspondiente al Ministerio de Salud?<br><br>¿De qué manera este apoyo impactó la atención a personas víctimas en el territorio?<br><br>¿Cuáles considera que son las principales contribuciones de VISP al fortalecimiento técnico de las entidades territoriales para la implementación de la atención en rehabilitación? |

#### INSTRUMENTO #4 – DESCENTRALIZACIÓN, MONITOREO Y RELACIONAMIENTO

|   |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I | Seguimiento y monitoreo | <p>¿Cuál es el impacto de VISP en el desarrollo e implementación de estrategias de seguimiento, monitoreo y evaluación respecto de la provisión de atención y el acceso a servicios de salud por parte de las víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso?</p> <p>¿De qué forma incidió el apoyo de VISP en sus procesos de rendición de cuentas respecto de la oferta institucional del Ministerio en favor de las víctimas?</p>                                                                                                                                      |
| I | Efectos pandemia        | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?</p>                                                                                                                                                                                                                                                                                                                               |
| 8 | Relacionamiento         | <p>¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p> |
|   | Cierre                  | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                   |

#### MINISTERIO DEL INTERIOR

#### INSTRUMENTO #1 – FORTALECIMIENTO A LEY DE VÍCTIMAS

| PREGUNTA DE EVALUACIÓN                                           | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                     |
|------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I.To what extent do VISP (1) institutional strengthening and (2) | Introducción | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p> |

## INSTRUMENTO #1 – FORTALECIMIENTO A LEY DE VÍCTIMAS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                 | TEMÁTICA                           | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Participación en el marco de la LV | <p>¿Cómo apoyó VISP los procesos de participación efectiva de las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación?</p>                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                        | Otras medidas de Reparación        | <p>¿Qué acciones de fortalecimiento institucional en formulación e implementación de políticas, desarrolladas en el marco de VISP, tuvieron un impacto positivo en los procesos de retorno y reubicación de víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso?</p> <p>¿Qué acciones de fortalecimiento institucional en formulación e implementación de políticas, desarrolladas con el apoyo de VISP, tuvieron un impacto positivo en materia de reparación colectiva?</p> <p>¿Qué desafíos se presentaron en este proceso respecto a la implementación de dichas acciones?</p> |
|                                                                                                                                                                                                                                                        | Inclusión del Enfoque diferencial  | <p>¿Cómo apoyó VISP la apropiación de los enfoques diferenciales entre los funcionarios de su entidad? preguntar por formación, protocolos, trabajo con organizaciones).</p> <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto desde su entidad?</p>                                                                                                                                |
|                                                                                                                                                                                                                                                        | Rehabilitación psicosocial         | <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?</p>                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                        | Descentralización de la LV         | <p>En su línea de fortalecimiento institucional ¿Cómo aportó VISP a la descentralización de la política pública para las víctimas?</p> <p>¿De qué manera este apoyo impactó la atención a personas víctimas en el territorio?</p> <p>¿Cuáles considera que fueron las principales contribuciones de VISP al fortalecimiento técnico de las entidades territoriales/oficinas regionales para la implementación de la Ley de Víctimas?</p>                                                                                                                                                     |
|                                                                                                                                                                                                                                                        | Seguimiento y monitoreo            | <p>¿Cuáles han sido los principales impactos del apoyo de VISP en el desarrollo e implementación de estrategias de seguimiento, monitoreo y evaluación con respecto a la atención y el acceso a servicios por parte de las víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso?</p> <p>¿De qué forma el apoyo de VISP a las entidades públicas incidió en sus procesos de rendición de cuentas respecto de la oferta institucional en favor de las víctimas?</p>                                                                                                                   |
|                                                                                                                                                                                                                                                        | Efectos de la Pandemia COVID-      | <p>¿Qué cambios forzó la pandemia Covid-19 en la implementación de acciones apoyadas por VISP en su entidad?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## INSTRUMENTO #1 – FORTALECIMIENTO A LEY DE VÍCTIMAS

| PREGUNTA DE EVALUACIÓN | TEMÁTICA             | PREGUNTAS DE ENTREVISTA                                                                                                                                                                           |
|------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | 19 sobre el programa | ¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISIP en su entidad?                                                                      |
|                        | Cierre               | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                | TEMÁTICA                                                                          | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                       | Introducción                                                                      | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM                                                                                                                                                                                          |
| 2. What gaps and challenges do the GOC face to sustain VISIP-supported institutional strengthening and policy implementation results? | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad | ¿Qué capacidades técnicas y fiscales considera necesarias para que el GoC pueda sostener hacia el futuro los resultados obtenidos con el apoyo VISIP en materia de fortalecimiento institucional e implementación de políticas?<br>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales? |
|                                                                                                                                       | Compromiso político para la sostenibilidad                                        | ¿Cómo el compromiso político de la institucionalidad ha sido un factor relevante para garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISIP?<br>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?                                                                                                 |
|                                                                                                                                       | Marco normativo favorable para la sostenibilidad                                  | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISIP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                    |
|                                                                                                                                       | Mantener participación de la ciudadanía                                           | ¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por VISIP en su entidad?<br>¿Cómo lograr mantener los espacios y las garantías de participación logradas hasta el momento?<br>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?                                   |
|                                                                                                                                       | Seguimiento y monitoreo para la sostenibilidad                                    | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISIP?                                                                                                                                                                                                                     |

## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                 | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Apoyo al ejercicio de la defensa de los derechos humanos                                                                                  | ¿Cuáles son los resultados del apoyo de VISP al componente de apoyo al ejercicio de la defensa de los derechos humanos del Acuerdo Final?<br><br>¿Qué impactos ha generado el apoyo de VISP a las políticas de prevención y protección de los defensores y defensoras de derechos humanos?                                                                                                                                                                                                                                                                                        |
| 4. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                  | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | ¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?<br><br>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?<br><br>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?<br><br>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local |
|                                                                                                                                                                                                                                        | Cierre                                                                                                                                    | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                                                                                                                                                                                                                                                                                                                                                                                 |

## COMISIÓN PARA EL ESCLARECIMIENTO DE LA VERDAD

### INSTRUMENTO #1 – APOYO PARA EL ACCESO A LA VERDAD

| PREGUNTA DE EVALUACIÓN                                                                               | TEMÁTICA                | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                      | Introducción            | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br><br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                      |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation | Participación en el SIP | ¿Cómo ha fortalecido VISP la participación de víctimas y organizaciones en el SIP?<br><br>¿Cuáles han sido los logros y retos de VISP en la promoción y el fortalecimiento de la participación de las víctimas en el SIP? |

## INSTRUMENTO #I – APOYO PARA EL ACCESO A LA VERDAD

| PREGUNTA DE EVALUACIÓN                                                                                                | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| strategy to support the Peace Accord implementation?                                                                  | Acceso a la verdad                                                                                                                        | <p>¿Cuáles han sido los principales apoyos de VISP al funcionamiento de la Comisión de la Verdad?</p> <p>¿Cómo han contribuido los apoyos VISP a la CEV en garantizar el acceso a la verdad para las víctimas y la población colombiana?</p> <p>¿Cuáles son los principales desafíos o limitaciones del apoyo de VISP en materia de acceso a la verdad para las víctimas y la población colombiana?</p>                                                                                                                                                                                                                                          |
|                                                                                                                       | Comunicación del Acuerdo                                                                                                                  | <p>¿Qué impactos tuvo el apoyo de VISP a las estrategias de comunicación del SIP y de la CEV?</p> <p>¿Qué contribuciones aportó VISP a la divulgación y socialización de los Acuerdos de Paz?</p> <p>¿Qué desafíos enfrenta su entidad respecto la comunicación en torno a los Acuerdos y a la verdad?</p>                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                       | Ajustes institucionales para el SIP                                                                                                       | <p>¿Cuáles considera fueron los principales resultados del apoyo de VISP al ajuste institucional del Sistema Integral para la Paz?</p> <p>¿Y los principales resultados del apoyo para la incorporación del enfoque psicosocial en el quehacer de la entidad y la operación del SIP?</p> <p>¿Cuáles son los principales resultados del apoyo de VISP al ajuste institucional del Sistema Integral para la Paz en su articulación con el SNARIV?</p>                                                                                                                                                                                              |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results? | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | <p>¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP en su entidad? ¿Cómo contribuyeron estos actores?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP en su entidad? ¿Cómo contribuyeron estos actores?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p> |
|                                                                                                                       | Cierre                                                                                                                                    | <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |



## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p> <p>¿Cómo ha sido el apoyo del programa VISP al funcionamiento y operación de la Comisión de la Verdad?</p> <p>¿Cuáles han sido las principales contribuciones y retos de este apoyo?</p>                |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Rehabilitación psicosocial                                                                                                | <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?</p>                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                          | Efectos de la Pandemia COVID-19 sobre el programa                                                                         | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?</p>                                                                                                                                          |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?                                                                                                                                                                                     | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados obtenidos con apoyo de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> |
|                                                                                                                                                                                                                                                                                                                          | Compromiso político para la sostenibilidad                                                                                | <p>¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                          | Marco normativo favorable para la sostenibilidad                                                                          | <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas</p>                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                          | Mantener participación de la ciudadanía                                                                                   | <p>¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                               |

## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                       | PREGUNTAS DE ENTREVISTA                                                                                                                                                                           |
|------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Seguimiento y monitoreo para la sostenibilidad | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?                                             |
|                        | Cierre                                         | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

## JURISDICCIÓN ESPECIAL PARA LA PAZ

### INSTRUMENTO #1 FORTALECIMIENTO EN EL MARCO DEL ACUERDO DE PAZ

| PREGUNTA DE EVALUACIÓN                                                                                                                                    | TEMÁTICA                            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                           | Introducción                        | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                 |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? | Justicia                            | ¿Cuáles han sido los principales apoyos de VISP al funcionamiento de la Jurisdicción Especial para la Paz?<br>¿Qué logros y avances ha generado VISP en el cumplimiento de la misionalidad de la JEP?<br>¿Cuáles son los principales desafíos o limitaciones que enfrentó el apoyo de VISP al trabajo de la JEP? |
|                                                                                                                                                           | Participación en el SIP             | ¿Cómo ha fortalecido VISP la participación de víctimas y organizaciones en el marco del SIP?<br>¿Cuáles han sido los principales logros y retos de VISP en la promoción y el fortalecimiento de la participación de las víctimas en el SIP?                                                                      |
|                                                                                                                                                           | Comunicación del Acuerdo            | ¿Qué impactos considera que generó el apoyo de VISP a las diferentes estrategias de comunicación del SIP y de la JEP?<br>¿Qué contribuciones aportó VISP a la divulgación y socialización del Acuerdo de Paz?<br>¿Qué desafíos enfrenta su entidad respecto a las acciones comunicativas en torno al Acuerdo?    |
|                                                                                                                                                           | Ajustes institucionales para el SIP | ¿Cuáles son los resultados del apoyo de VISP a la incorporación de las premisas del enfoque psicosocial en el Sistema Integral para la Paz?<br>¿Cuáles son los resultados del apoyo de VISP al ajuste institucional del Sistema Integral para la Paz en su articulación con el SNARIV?                           |

## INSTRUMENTO #1 FORTALECIMIENTO EN EL MARCO DEL ACUERDO DE PAZ

| PREGUNTA DE EVALUACIÓN                                                                                                | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results? | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | <p>¿Cuáles considera que fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP en su entidad? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP en su entidad? ¿Cómo contribuyeron?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p> |
|                                                                                                                       | Cierre                                                                                                                                    | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                                                                                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción                                                                               | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                 |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | <p>Rehabilitación psicosocial</p> <p>Efectos de la Pandemia COVID-19 sobre el programa</p> | <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?</p> <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?</p> |
| 2. What gaps and challenges do the GOC face to sustain VISP-                                                                                                                                                                                                                                                             | Capacidad técnica para la sostenibilidad,                                                  | ¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?                                                                                                                                                                                                                                                                                                   |

## INSTRUMENTO #2 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                   | TEMÁTICA                                                                        | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| supported institutional strengthening and policy implementation results? | capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | ¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?                                                                                                                                                                                                    |
|                                                                          | Compromiso político para la sostenibilidad                                      | ¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?<br>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?                                                                                |
|                                                                          | Marco normativo favorable para la sostenibilidad                                | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                 |
|                                                                          | Mantener participación de la ciudadanía                                         | ¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados con el apoyo de VISP?<br>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?<br>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro? |
|                                                                          | Seguimiento y monitoreo para la sostenibilidad                                  | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?                                                                                                                                                                                  |
|                                                                          | Cierre                                                                          | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                                                                                                                                      |

UNIDAD DE BÚSQUEDA DE PERSONAS DADAS POR DESAPARECIDAS

## INSTRUMENTO #3 – APOYO EN EL MARCO DEL ACUERDO

| PREGUNTA DE EVALUACIÓN | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                          |
|------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Introducción | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM |

### INSTRUMENTO #3 – APOYO EN EL MARCO DEL ACUERDO

| PREGUNTA DE EVALUACIÓN                                                                                                                                    | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? | Participación en el SIP                                                                                                                   | <p>¿Cómo ha fortalecido VISP la participación de víctimas y organizaciones en el SIP?</p> <p>¿Cuáles han sido los principales logros y retos de VISP en la promoción y el fortalecimiento de la participación de las víctimas en el SIP?</p>                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                           | Búsqueda humanitaria y extrajudicial                                                                                                      | <p>¿Cómo apoyó VISP a la UBPD en su conformación y entrada en funcionamiento?</p> <p>¿Cuáles han sido los avances y logros que ha enfrentado el programa en su apoyo a la búsqueda de las y los desaparecidos en Colombia?</p> <p>¿Cuáles son los principales desafíos o limitaciones que enfrentó el apoyo de VISP en la política para la búsqueda de las y los desaparecidos?</p>                                                                                                                                                                                                                    |
|                                                                                                                                                           | Comunicación del Acuerdo                                                                                                                  | <p>¿Qué impactos generó VISP, en su apoyo a las diferentes estrategias de comunicación del SIP y de la Unidad?</p> <p>¿Qué contribuciones aportó VISP a la divulgación y socialización del Acuerdo de Paz?</p> <p>¿Qué desafíos enfrenta su entidad respecto a las acciones comunicativas en torno al Acuerdo?</p>                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                           | Ajustes institucionales para el SIP                                                                                                       | <p>¿Cuáles son los resultados del apoyo de VISP a la incorporación de las premisas del enfoque psicosocial en el Sistema Integral para la Paz?</p> <p>¿Cuáles son los resultados del apoyo de VISP al ajuste institucional del Sistema Integral para la Paz en su articulación con el SNARIV?</p>                                                                                                                                                                                                                                                                                                      |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                     | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | <p>¿Cuáles considera que fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> |
|                                                                                                                                                           | Cierre                                                                                                                                    | <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                                                                                                                                                                                                                                                                                               |

## INSTRUMENTO #4 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                  | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                         | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                 |
| 1.To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Rehabilitación psicosocial                                                                                                | <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Qué otras acciones psicosociales dirigidas a personas víctimas ha apoyado VISP en la UBPD?</p>                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                         | Efectos de la Pandemia COVID-19 sobre el programa                                                                         | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?</p>                                                                                                                  |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?                                                                                                                                                                                    | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el Gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p> |
|                                                                                                                                                                                                                                                                                                                         | Compromiso político para la sostenibilidad                                                                                | <p>¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                          |
|                                                                                                                                                                                                                                                                                                                         | Marco normativo favorable para la sostenibilidad                                                                          | <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas</p>                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                         | Mantener participación de la ciudadanía                                                                                   | <p>¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                       |

## INSTRUMENTO #4 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                       | PREGUNTAS DE ENTREVISTA                                                                                                                                                                           |
|------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Seguimiento y monitoreo para la sostenibilidad | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados por VISIP?                                                        |
|                        | Cierre                                         | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

## DEFENSORÍA

### INSTRUMENTO #1 –SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                       | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p> <p>¿Cómo ha sido el apoyo del programa VISIP al funcionamiento y operación de la Comisión de la Verdad?</p> <p>¿Cuáles han sido las principales contribuciones y retos de este apoyo?</p>                               |
| 2. What gaps and challenges do the GOC face to sustain VISIP-supported institutional strengthening and policy implementation results? | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados obtenidos con apoyo de VISIP en materia de fortalecimiento institucional e implementación de la LV y el acuerdo de paz?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> |
|                                                                                                                                       | Compromiso político para la sostenibilidad                                                                                | <p>¿Cómo ha afectado el compromiso político de la institucionalidad la implementación de los resultados alcanzados con apoyo de VISIP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                                                   |
|                                                                                                                                       | Marco normativo favorable para la sostenibilidad                                                                          | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISIP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                                                              |

## INSTRUMENTO #1 –SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                 | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                        | Mantener participación de la ciudadanía                                                                                                   | <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por VISIP en su entidad?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                                                                                                                                                                                                                             |
|                                                                                                                        | Seguimiento y monitoreo para la sostenibilidad                                                                                            | <p>¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISIP en su entidad?</p>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISIP results? | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | <p>¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISIP? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISIP? ¿Cómo contribuyeron?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con diferentes actores?</p> |

## INSTRUMENTO #2 – FORTALECIMIENTO INSTITUCIONAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                            | TEMÁTICA                           | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                   | Introducción                       | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p> <p>¿Cómo ha sido el apoyo del programa VISIP al funcionamiento y operación de la Comisión de la Verdad?</p> <p>¿Cuáles han sido las principales contribuciones y retos de este apoyo?</p> |
| 1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance | Participación en el marco de la LV | <p>¿Cómo apoyó VISIP los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISIP en materia de apoyo a la participación de las víctimas?</p>                                                                                                                                              |
|                                                                                                                                                                   | Seguimiento y monitoreo            | <p>¿De qué forma el apoyo de VISIP a las entidades del Ministerio Público incidió en el debido seguimiento al cumplimiento de la Ley de Víctimas?</p>                                                                                                                                                                                                                                  |



## INSTRUMENTO #2 – FORTALECIMIENTO INSTITUCIONAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                  | TEMÁTICA                                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? |                                                                                                                                           | ¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                         | Acciones psicosociales                                                                                                                    | ¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?<br>¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                         | Efectos de la Pandemia COVID-19 sobre el programa                                                                                         | ¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?<br>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?                                                                                                                                                                                                                                                                                                                               |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                   | Rol de las comunidades étnica, rol de las Organizaciones de víctimas (u organizaciones sociales) y rol de entidades del Gobierno Nacional | ¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP?<br>¿Cómo contribuyeron?<br>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?<br>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local<br>¿Cuáles fueron los principales retos y dificultades del relacionamiento con diferentes actores? |
|                                                                                                                                                         | Cierre                                                                                                                                    | ¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?<br>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?                                                                                                                                                                                                                            |

## INSTRUMENTO #3 – GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                     | TEMÁTICA               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                    |
|----------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                            | Introducción           | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM           |
| 6. What have been the GOC actions, results, and lessons learned to improve | Generación de ingresos | ¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas?<br>¿De qué manera se articulan estos programas con la reparación integral a víctimas? |

### INSTRUMENTO #3 – GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                                                                                                    | TEMÁTICA                                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| the economic stability of the victims? Is there a need for USAID programming in this area?                                                                |                                                          | <p>¿Cuáles son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?</p> <p>¿Cuáles han sido las principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas?</p>                                                                                                          |
|                                                                                                                                                           | Empleabilidad                                            | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p> |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? | Apoyo al ejercicio de la defensa de los derechos humanos | <p>¿Cuáles son los resultados del apoyo de VISP al componente de apoyo al ejercicio de la defensa de los derechos humanos del Acuerdo Final?</p> <p>¿Qué impactos ha generado el apoyo de VISP a las políticas de prevención y protección a los defensores y defensoras de derechos humanos?</p>                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                           | Comunicación del Acuerdo                                 | <p>¿Qué impactos generó VISP, en su apoyo a las diferentes estrategias de comunicación del SIP, en su relación con su público objetivo?</p> <p>¿Qué contribuciones aportó VISP a la divulgación y socialización de los Acuerdos de Paz?</p> <p>¿Qué desafíos enfrenta su entidad respecto a las acciones comunicativas en torno a los Acuerdos?</p>                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                           | Ajustes institucionales para el SIP                      | <p>¿Cuáles son los resultados del apoyo de VISP en los ajustes del marco normativo y de política de víctimas en relación con los acuerdos de paz?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                           | Cierre                                                   | <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## CONTRALORÍA

| INSTRUMENTO #1 - SOSTENIBILIDAD                                                                                                                                                                                                                                                                                          |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                     |
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| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                          | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                         |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Seguimiento y monitoreo                                                                                                   | <p>¿Cómo apoyó VISP los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación?</p>                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                          | Efectos de la Pandemia COVID-19 sobre el programa                                                                         | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar el apoyo de VISP a su entidad?</p>                                                                                                                                                         |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?                                                                                                                                                                                     | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados obtenidos con apoyo de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> |
|                                                                                                                                                                                                                                                                                                                          | Compromiso político para la sostenibilidad                                                                                | <p>¿Cómo ha afectado el compromiso político de la institucionalidad la implementación de los resultados alcanzados con apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                          | Marco normativo favorable para la sostenibilidad                                                                          | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                          | Mantener participación de la ciudadanía                                                                                   | <p>¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados por VISP en su entidad?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                             |
|                                                                                                                                                                                                                                                                                                                          | Seguimiento y monitoreo para la sostenibilidad                                                                            | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP en su entidad?                                                                                                                                                                                                                                 |

## INSTRUMENTO #2 –GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                | TEMÁTICA               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                       | Introducción           | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? | Generación de ingresos | <p>¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?</p> <p>¿Cuáles han sido las principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas?</p> |
|                                                                                                                                                                       | Empleabilidad          | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p>                                                                                              |
|                                                                                                                                                                       | Cierre                 | <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## PROCURADURÍA

| INSTRUMENTO #1 - SOSTENIBILIDAD                                                                                                                                                                                                                                                                                         |                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                  | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                         | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                 |
| 1.To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Participación en el marco de la LV                                                                                        | <p>¿Cómo apoyó VISP los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación?</p>                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                         | Seguimiento y monitoreo                                                                                                   | <p>¿De qué forma el apoyo de VISP a las entidades del Ministerio Público incidió en el debido seguimiento al cumplimiento de la Ley de Víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?</p>                                                                                                                |
|                                                                                                                                                                                                                                                                                                                         | Efectos de la Pandemia COVID-19 sobre el programa                                                                         | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación de las acciones apoyadas por VISP en su entidad?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP en su entidad?</p>                                                                                                                  |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?                                                                                                                                                                                    | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p> |
|                                                                                                                                                                                                                                                                                                                         | Compromiso político para la sostenibilidad                                                                                | <p>¿Cómo ha afectado el compromiso político de la institucionalidad la implementación de los resultados alcanzados con apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                         | Marco normativo favorable para la sostenibilidad                                                                          | <p>¿En qué medida la sostenibilidad de los resultados alcanzados por VISP depende de la existencia de un marco normativo favorable, especialmente en relación con la de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                         | Mantener participación de la ciudadanía                                                                                   | <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                        |

## INSTRUMENTO #1 - SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                       | PREGUNTAS DE ENTREVISTA                                                                                                                                             |
|------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Seguimiento y monitoreo para la sostenibilidad | ¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP en su entidad? |

## INSTRUMENTO #2 – TEMA GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                | TEMÁTICA               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                       | Introducción           | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? | Generación de ingresos | ¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas?<br>¿De qué manera se articulan estos programas con la reparación integral a víctimas?<br>¿Cuáles son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?<br>¿Cuáles han sido las principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas?<br>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas? |
|                                                                                                                                                                       | Empleabilidad          | ¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?<br>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?<br>¿De qué manera se articulan estos programas con la reparación integral a víctimas?<br>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)<br>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?   |
|                                                                                                                                                                       | Cierre                 | En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## ENTREVISTA: DPS

| INSTRUMENTO #1                                                                                                                                                                                                                                                                                                                  |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                          | TEMÁTICA                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                 | Introducción                | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> | Otras medidas de Reparación | <p>¿Cuáles fueron los principales resultados del apoyo de VISP a DPS, en el programa Mi Negocio y otras áreas de apoyo brindado por el programa?</p> <p>¿Qué desafíos se presentaron en este proceso?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area?</p>                                                                                                                                                    | Generación de ingresos      | <p>¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?</p> <p>¿Cuáles han sido las principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas?</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la generación de ingresos para las víctimas?</p> <p>* Buena parte de los beneficiarios de Mi Negocio son mujeres, cómo se ha logrado esto?</p> <p>* Evaluaciones de Mi Negocio como la de IPA muestran que el programa es más exitoso en instalar la UP, que en asegurar su sostenibilidad. ¿Qué se necesita para esto? (mayor monto de capitalización, más acompañamiento)</p> <p>* ¿Qué fue lo más estratégico del trabajo con la organización Escalando Futuro?</p> <p>* Parte de lo que se hizo con VISP en Mi Negocio fue reducir tiempo de acompañamiento a las UP. ¿Por qué?</p> <p>* Mi Negocio es principalmente urbano, cómo llegar con programas similares a la zona rural dispersa?</p> |

## INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN | TEMÁTICA      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|                        |               | <p>* Cómo se logró o no, introducir un componente de atención diferencial a víctimas dentro de Mi Negocio? por ejemplo, el tema de rehabilitación psicosocial cómo se trabajó? ¿qué más se trabajó?</p> <p>* Hay aspectos por mejorar en la focalización del programa?</p> <p>* Además del apoyo a Mi Negocio y de los Pilotos VISP, qué otras acciones de VISP cree que pudieron tener algún impacto en generación de ingresos para las víctimas?</p>                                                                                                                                                                                                                                                                                                                                        |
|                        | Empleabilidad | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la empleabilidad de las víctimas?</p> |

## DNP

## INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN                                                                                                               | TEMÁTICA                                                                                                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                      | Introducción                                                                                                              | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p> <p>¿Qué papel ha jugado el DNP en la inclusión de los temas relacionados con personas víctimas en la planeación institucional tanto nacional como local?</p>                                                                                                     |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results? | Capacidad técnica para la sostenibilidad, capacidad fiscal para la sostenibilidad y sostenibilidad en zona rural dispersa | <p>¿Qué capacidades técnicas y fiscales consideran necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados logrados con apoyo de VISP en materia de fortalecimiento institucional e implementación de políticas para las víctimas y la implementación del acuerdo de paz?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> |



## INSTRUMENTO #I

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compromiso político para la sostenibilidad       | <p>¿Cómo ha incidido el compromiso político en su institución para garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                       |
| Marco normativo favorable para la sostenibilidad | <p>¿En qué medida la sostenibilidad de los resultados alcanzados por VISP depende de la existencia de un marco normativo favorable, especialmente en relación con la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                                                                                                         |
| Mantener participación de la ciudadanía          | <p>¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados por VISP?</p> <p>¿Cómo mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                                                   |
| Seguimiento y monitoreo para la sostenibilidad   | <p>¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p>                                                                                                                                                                                                                                         |
| Cierre                                           | <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p> |

## MINTRABAJO – MINAGRICULTURA –MINCOMERCIO - DNP

## INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN                                                                                                                                                | TEMÁTICA      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                       | Introducción  | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? | Empleabilidad | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> |

**INSTRUMENTO #I**

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¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?

¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la empleabilidad de las víctimas?

**ART****INSTRUMENTO #I – PDETS Y ESTABILIZACIÓN ECONÓMICA DE LAS VÍCTIMAS**

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                  | TEMÁTICA                       | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                         | Introducción                   | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Reparación – En Acuerdo de Paz | <p>¿Cuáles son los principales resultados del apoyo de VISP al componente de reparación del Acuerdo Final, especialmente con respecto a la contribución de los PDETS a dicho componente?</p> <p>¿Qué desafíos tiene la continuidad del apoyo VISP en la implementación del componente de reparación?</p>                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                         | Articulación con SNARIV        | <p>¿Cómo ha apoyado VISP a la articulación de la ART con el SNARIV y la Ley de Víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? What should be the strategy of this programming?                  | Generación de ingresos         | <p>¿Qué acciones comprenden los programas PDET de generación de ingresos para personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral?</p> <p>¿Cuáles son los principales avances y logros de los programas PDET para la generación de ingresos de personas víctimas?</p> <p>¿Cuáles han las principales dificultades y limitaciones para los programas de generación de ingresos de personas víctimas?</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos en generación de ingresos para las víctimas?</p> |
|                                                                                                                                                                                                                                         | Empleabilidad                  | <p>¿Qué conoce de los esfuerzos del Estado colombiano para apoyar la empleabilidad de las personas víctimas en Colombia?</p> <p>¿Cuáles son los principales logros de los programas para generar empleabilidad en personas víctimas?</p>                                                                                                                                                                                                                                                                                                                                                        |

## INSTRUMENTO #I – PDETS Y ESTABILIZACIÓN ECONÓMICA DE LAS VÍCTIMAS

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                       |
|------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | <p>¿Cuáles son las principales dificultades y limitaciones en los programas para generar empleabilidad en personas víctimas?</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la estabilización económica de las víctimas?</p> |

## SERVICIO PÚBLICO DE EMPLEO Y SENA

### INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                 | TEMÁTICA                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                        | Introducción                | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| I.To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? | Otras medidas de Reparación | <p>¿Cuáles fueron los principales resultados del apoyo de VISP a su entidad? (indagar por el tema de incorporación de enfoque diferencial y trabajo con sector privado)</p> <p>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?</p>                                                                                                                                                                                                                                                                                                                                                                                                         |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area?                                  | Empleabilidad               | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la empleabilidad de las víctimas?</p> |

## INSTITUCIONALIDAD TERRITORIAL

| INSTRUMENTO #1:        |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                        | Introducción (para todos los protocolos) | <p>¡Bienvenido/a!</p> <p>Para nosotrxs como equipo consultor resulta muy valiosa su disposición para estar en este espacio. Hoy queremos conversar con usted sobre unos temas muy puntuales relacionados con el Programa de Apoyo Institucional para las Víctimas -VISP, financiado por USAID e implementado por su organización, OIM. En específico quisiéramos dialogar sobre cómo las acciones de este programa fortalecieron (o no) el trabajo institucional de la entidad en la que usted se desempeña (reemplazar según sea el caso, UARIV, CNMH, MinSalud, etc.). Esperamos poder comprender mejor el apoyo recibido y saber cuáles fueron las principales contribuciones, logros, retos, dificultades y aprendizajes.</p> <p>Es importante señalar que lo que charlemos en este espacio es de carácter confidencial, su información personal no será revelada bajo ninguna circunstancia y lo que hablemos será tratado exclusivamente para fines investigativos.</p> <p>¿Tiene preguntas o inquietudes sobre lo que le acabamos de contar? (RESPONDER TODAS LAS PREGUNTAS HASTA QUE EL/LA ENTREVISTADO/A MANIFIESTE QUE ENTIENDE Y TIENE CLARIDAD SOBRE EL PROCESO)</p> <p>Queremos ahora preguntarle dos cosas puntuales: 1. ¿Está de acuerdo con realizar la entrevista? 2. ¿Está de acuerdo con que grabemos la sesión para luego poder analizarla con cuidado? (recordar términos de confidencialidad y anonimato).</p> |

## UARIV OFICINAS TERRITORIALES

| INSTRUMENTO #1: DESCENTRALIZACIÓN LV Y MEDIDAS DE REPARACIÓN                                                                                                                                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                         | TEMÁTICA            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                | Introducción        | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                              |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards | Desconcentración LV | <p>¿Cuáles son las principales contribuciones de VISP al fortalecimiento técnico de las oficinas regionales de la UARIV para la implementación de la Ley de Víctimas?</p> <p>¿Cómo impactó este apoyo a las personas víctimas del conflicto armado?</p> <p>¿De qué forma apoyó operativamente VISP a las oficinas regionales de la UARIV para la implementación de la Ley de Víctimas?</p> <p>¿Cómo impactó este apoyo a las personas víctimas del conflicto armado?</p> |

## INSTRUMENTO #1: DESCENTRALIZACIÓN LV Y MEDIDAS DE REPARACIÓN

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                   | TEMÁTICA                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?                                                                                                | Registro                    | <p>¿Esta oficina territorial de la UARIV recibió apoyo de VISP en actividades específicas para la implementación de sistemas de información?</p> <p>¿De qué manera mejoró la atención a población víctima el apoyo a la operación de los sistemas?</p> <p>¿Qué desafíos enfrenta actualmente la UARIV relacionados con los sistemas de información?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services? | Comunicación LV             | <p>¿Qué impactos generó VISP con el apoyo territorial a las estrategias de comunicación de la UARIV?</p> <p>¿Qué desafíos enfrenta su entidad respecto a comunicar mejor la Ley de Víctimas?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                          | Rehabilitación              | <p>¿Cuáles de las siguientes estrategias de rehabilitación psicosocial apoyó VISP en este territorio?:<br/> REG, Entrelazando y Rehabilitación colectiva étnica.</p> <p>A partir de lo anterior se realizan las siguientes preguntas para cada estrategia con presencia territorial:</p> <p>¿Cuáles fueron los principales apoyos de VISP a la implementación?</p> <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas en la estrategia REG?</p> <p>¿Qué acciones específicas apoyadas por VISP han facilitado el acceso de personas víctimas a esta estrategia?</p> <p>¿Qué desafíos enfrenta hoy la estrategia?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a esta estrategia?</p> <p>¿Qué otras acciones psicosociales dirigidas a población víctima del conflicto ha apoyado VISP en su entidad?</p> |
|                                                                                                                                                                                                                          | Otras medidas de reparación | <p>¿Cuáles fueron los principales impactos del fortalecimiento institucional de VISP en:</p> <ul style="list-style-type: none"> <li>acceso de las personas víctimas a la indemnización</li> <li>generación de ingresos</li> <li>empleabilidad</li> <li>reparación colectiva</li> <li>procesos de reparación simbólica de las comunidades afectadas por el conflicto armado en el territorio</li> <li>la construcción y difusión de la memoria histórica de manera local y regional</li> </ul> <p>¿Qué desafíos se presentaron en la implementación de estas acciones?</p>                                                                                                                                                                                                                                                                                                                                                         |

## INSTRUMENTO #1: DESCENTRALIZACIÓN LV Y MEDIDAS DE REPARACIÓN

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Cierre   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p> |

## INSTRUMENTO #2: ENFOQUE DIFERENCIAL, PARTICIPACIÓN Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción                                | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                                                                                                    | Rol organizaciones, entidades, comunidades. | <p>¿Cuáles fueron los actores institucionales y no-institucionales más relevantes para la implementación de las acciones del programa VISP en esta oficina territorial? ¿Cómo contribuyeron?</p> <p>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo otros programas de USAID y OIM), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p> |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Enfoque diferencial                         | <p>¿Cómo apoyó VISP la apropiación de los enfoques diferenciales en su entidad? (preguntar por formación, protocolos, trabajo con organizaciones)</p> <p>¿Cómo ha impactado la apropiación de los enfoques diferenciales en su entidad los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos en su entidad para seguir incorporando el enfoque diferencial en la atención a las personas víctimas del conflicto?</p>                                                              |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported                                                                                                                                                                                                                                                    | Participación: LV, SIP y sostenibilidad.    | <p>¿Cuáles fueron los apoyos más estratégicos de VISP a los procesos de participación para las víctimas en el marco de la Ley 1448 en este territorio?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación en el marco de la LV?</p>                                                                                                                                                                                                        |

## INSTRUMENTO #2: ENFOQUE DIFERENCIAL, PARTICIPACIÓN Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                    | TEMÁTICA                                                            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| institutional strengthening and policy implementation results?                                                                                            |                                                                     | <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por su entidad con el apoyo de VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                                                                                                                                                                                                                                                                                                                 |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? | Capacidad técnica, fiscal y marco normativo para la sostenibilidad. | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Cómo ha incidido el compromiso político en su institución para garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y del Acuerdo Final?</p> <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas.</p> |
|                                                                                                                                                           | Efectos de la Pandemia COVID-19 sobre el programa                   | <p>¿Qué cambios forzó la pandemia Covid-19 en la implementación de las acciones apoyadas por VISP en su territorio?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISP?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                           | Cierre                                                              | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                          |

## GOBERNACIONES

### INSTRUMENTO #1: ENFOQUE: DESCENTRALIZACIÓN Y MEDIDAS DE REPARACIÓN

| PREGUNTA DE EVALUACIÓN | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                            |
|------------------------|--------------|------------------------------------------------------------------------------------|
|                        | Introducción | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña |

## INSTRUMENTO #1: ENFOQUE: DESCENTRALIZACIÓN Y MEDIDAS DE REPARACIÓN

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                          | Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>2. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation?</p> | Descentralización LV                     | <p>¿Su gobernación recibió apoyo de VISP y MinInterior en el modelo de fortalecimiento territorial para la implementación de acciones para las víctimas o la ley de víctimas? ¿Qué logros y qué retos se derivaron de este apoyo?</p> <p>¿Cuáles han sido las principales contribuciones de VISP al fortalecimiento de su departamento para la implementación de la Ley de Víctimas?</p> <p>¿De qué manera ha impactado el apoyo de VISP la atención a personas víctimas en su departamento?</p>                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rehabilitación física                    | <p>Rehabilitación física individual</p> <p>¿Cómo ha apoyado VISP la implementación de acciones para la rehabilitación física individual en su departamento?</p> <p>¿Existen diferencias en el apoyo brindado a los servicios de rehabilitación de alta-mediana complejidad y los de baja complejidad?</p> <p>¿Qué acciones específicas apoyadas por VISP facilitaron el acceso de personas víctimas a la rehabilitación física individual?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física individual para personas víctimas del conflicto?</p> <p>¿Qué brechas enfrentan diferentes tipos de personas víctimas para acceder a la rehabilitación física individual?</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rehabilitación psicosocial               | <p>¿Qué acciones apoyadas por VISP en su departamento han facilitado el acceso de personas víctimas a la atención psicosocial del PAPSIVI?</p> <p>¿Qué brechas existen hoy entre los diferentes perfiles poblacionales para acceder al PAPSIVI? (mujeres, jóvenes, discapacidad, LGBTQI+)</p> <p>¿Qué acciones apoyadas por VISP han facilitado el acceso de comunidades étnicas a la rehabilitación psicosocial?</p>                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Memoria histórica y reparación simbólica | <p>¿Cómo contribuyó VISP en su departamento en procesos de reparación simbólica de las comunidades afectadas por el conflicto armado?</p> <p>¿Cómo fortaleció VISP en su departamento la construcción y difusión de la memoria histórica?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Cierre                                   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                           |



## INSTRUMENTO #2: RELACIONAMIENTO INSTITUCIONAL, PARTICIPACIÓN Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | TEMÁTICA                                                                                                                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Introducción                                                                                                               | ¿Su departamento recibió apoyo de VISP y MinInterior en el modelo de fortalecimiento territorial para la implementación de acciones para las víctimas o la ley de víctimas? ¿Qué logros y qué retos se derivaron de este apoyo?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Rol de los gobiernos locales                                                                                               | <p>¿Cuáles fueron los actores institucionales y no-institucionales de su departamento más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?</p> <p>7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation?</p> | <p>Participación: LV, SIP y sostenibilidad.</p> <p>Capacidad técnica, fiscal y marco normativo para la sostenibilidad.</p> | <p>¿Cómo apoyó VISP en su departamento los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿y en el marco del SIP?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación en el marco de la LV?</p> <p>¿y en el marco del SIP?</p> <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por su departamento con el apoyo de VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logrados hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p> <p>¿Cómo cree que ha afectado el compromiso político local los resultados y la sostenibilidad de los resultados del apoyo brindado por VISP?</p> <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda sostener y ampliar hacia el futuro los resultados de VISP?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas</p> |

## INSTRUMENTO #2: RELACIONAMIENTO INSTITUCIONAL, PARTICIPACIÓN Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                                             | PREGUNTAS DE ENTREVISTA                                                                                                                                                                           |
|------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Implementación de estrategias de monitoreo, seguimiento y evaluación | ¿De qué forma el apoyo de VISP a su gobernación incidió en los procesos de rendición de cuentas sobre la oferta institucional en favor de las personas víctimas?                                  |
|                        | Cierre                                                               | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia? |

## MINISTERIO PÚBLICO (DEFENSORÍA REGIONAL Y/O PERSONERÍAS MUNICIPALES)

### INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | TEMÁTICA                                | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Introducción                            | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM                                                                    |
| <p>1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation?</p> | Contribuciones VISP                     | <p>¿Cuáles han sido las principales contribuciones del programa VISP a su entidad?</p> <p>¿Cómo los apoyos de VISP han impactado en la implementación de acciones para la atención y reparación integral de las víctimas en su región?</p>          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Participación de las víctimas en la LV  | <p>¿Cómo apoyó VISP los procesos de participación para las víctimas en el marco de la Ley 1448?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación?</p>                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Participación de las víctimas en el SIP | <p>¿Cómo VISP ha fortalecido la participación de víctimas y organizaciones en el SIP?</p> <p>¿Cuáles han sido los logros y retos de VISP en la promoción y el fortalecimiento de la participación de las víctimas en el SIP?</p>                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Acciones psicosociales                  | <p>¿En qué medida han recibido apoyo de VISP para el fortalecimiento de acciones psicosociales para la atención a las víctimas del conflicto?</p> <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado al talento humano?</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Descentralización de la LV              | En su línea de fortalecimiento institucional ¿Cómo VISP aportó a la descentralización de la política pública para las víctimas?                                                                                                                     |

## INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | ¿Cuáles son las principales contribuciones de VISP al fortalecimiento técnico de las entidades territoriales para la implementación de la Ley de Víctimas?                                                                                                                                                                                                                                                                                                                                                                                                             |
|                        | Cierre   | <p>¿En qué medida cree usted que hay diferencias entre municipios VISP y municipios no VISP en relación con la atención y reparación integral a las víctimas?</p> <p>En una situación hipotética donde el programa VISP deje de funcionar ¿qué se requeriría para sostener sus resultados y avanzar en la atención y reparación integral de las víctimas?</p> <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p> |

## ALCALDÍAS

## INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción                 | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Descentralización LV         | <p>¿Su municipio recibió apoyo de VISP y MinInterior en el modelo de fortalecimiento territorial para la implementación de acciones para las víctimas o la ley de víctimas? ¿Qué logros y qué retos se derivaron de este apoyo?</p> <p>¿Cuáles han sido las principales contribuciones de VISP al fortalecimiento de su municipio en la implementación de la Ley de Víctimas?</p> <p>¿De qué manera ha impactado el apoyo de VISP la atención a personas víctimas en su municipio?</p> <p>¿De qué manera se ha articulado VISP con la alcaldía en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> |
| 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation?                                                                                                                                                                                                           | Rol de los gobiernos locales | <p>¿Cuáles fueron los actores más relevantes en su municipio para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron estos actores?</p> <p>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p>                                                                                                                                                                                                                                                                                         |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                                                                                                    |                              | ¿Cuáles fueron los principales retos y dificultades del relacionamiento con estos actores?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## INSTRUMENTO #I

|                                                                                                                                      |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                      | Participación                                                       | <p>¿Cuál cree usted que ha sido el rol en su municipio de la participación ciudadana en los resultados alcanzados por VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                      | Rehabilitación física                                               | <p>¿Cómo ha apoyado VISP en su municipio la implementación de acciones para la rehabilitación física?</p> <p>¿Qué acciones específicas apoyadas por VISP facilitaron el acceso de personas víctimas a la rehabilitación?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física para personas víctimas del conflicto?</p> <p>¿Qué brechas enfrentan diferentes tipos de personas víctimas para acceder a la rehabilitación física?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                      | Capacidad técnica, fiscal y marco normativo para la sostenibilidad. | <p>¿Cómo cree que el compromiso político local ha afectado los resultados del apoyo brindado por VISP y su sostenibilidad?</p> <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda sostener y ampliar hacia el futuro los resultados de VISP?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en las zonas rurales?</p> <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP?</p> <p>¿Cuál cree usted que es el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con apoyo de VISP?</p> <p>¿De qué forma el apoyo de VISP a su alcaldía incidió en los procesos de rendición de cuentas sobre la oferta institucional en favor de las personas víctimas?</p> |
| 2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results? | Cierre                                                              | <p>¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## HOSPITALES

| INSTRUMENTO #1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TEMÁTICA              | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Introducción          | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>2.What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?</p> <p>3.To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation?</p> | Rehabilitación física | <p>¿Cómo ha apoyado VISP la implementación de acciones para la rehabilitación física individual en su entidad?</p> <p>¿Cuenta su entidad con un mecanismo para identificar a las personas víctimas del conflicto armado en los procesos de atención en salud?</p> <p>¿Cuál ha sido el rol de VISP en materia de desarrollos técnicos-lineamientos-orientaciones metodológicas para la rehabilitación?</p> <p>¿De qué manera se ha articulado VISP con su entidad en temas de cuidado a funcionarios que trabajan en contacto directo con víctimas?</p> <p>¿Cómo ha implementado el hospital/centro de salud en su actuar cotidiano las herramientas de VISP?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física para víctimas del conflicto armado?</p> <p>¿Qué brechas enfrentan los diferentes tipos de personas víctimas para acceder a la rehabilitación física individual?</p> <p>¿Qué factores socioeconómicos cree que pueden afectar el acceso de personas víctimas a servicios de rehabilitación física?</p> <p>¿Qué situaciones del contexto de su municipio también pueden afectar el acceso de personas víctimas a servicios de rehabilitación?</p> <p>Los procesos de rehabilitación física para personas víctimas se han articulado con los procesos de rehabilitación psicosocial (Papsivi, EREG, entrelazando)</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Participación         | <p>¿Cuál cree usted que ha sido el impacto de la participación ciudadana en los resultados alcanzados por VISP en materia de rehabilitación?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                                            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Capacidad técnica, fiscal y marco normativo para la sostenibilidad. | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados de VISP en materia de fortalecimiento institucional para la rehabilitación física?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p> <p>¿Cómo ha incidido el compromiso político de la institucionalidad en la sostenibilidad de los resultados alcanzados con apoyo de VISP?</p> <p>¿En qué medida la sostenibilidad de los resultados en rehabilitación física alcanzados con apoyo de VISP dependen de la existencia de un marco normativo favorable, especialmente en relación con la de la Ley de Víctimas y el Acuerdo Final?</p> <p>¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados con el apoyo de VISP?</p> |

## ACTORES NO INSTITUCIONALES

### INSTRUMENTO #I:

| PREGUNTA DE EVALUACIÓN | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Introducción (para todos los protocolos) | <p>¡Bienvenido/a!</p> <p>Para nosotrxs como equipo consultor resulta muy valiosa su disposición para estar en este espacio. Hoy queremos conversar con usted sobre unos temas muy puntuales relacionados con el Programa de Apoyo Institucional para las Víctimas -VISP, financiado por USAID e implementado por OIM. En específico quisiéramos dialogar sobre cómo las acciones de este programa fortalecieron (o no) el trabajo institucional de la entidad en la que usted se desempeña (reemplazar según sea el caso, UARIV, CNMH, MinSalud, etc.). Esperamos poder comprender mejor el apoyo recibido y saber cuáles fueron las principales contribuciones, logros, retos, dificultades y aprendizajes.</p> <p>Es importante señalar que lo que charlemos en este espacio es de carácter confidencial, su información personal no será revelada bajo ninguna circunstancia y lo que hablemos será tratado exclusivamente para fines investigativos. También, es importante mencionar que esta conversación es totalmente voluntaria, si en algún momento no desea responder una pregunta o desea parar la conversación, usted se encuentra en libertad de hacerlo.</p> <p>¿Tiene preguntas o inquietudes sobre lo que le acabamos de contar? (RESPONDER TODAS LAS PREGUNTAS HASTA QUE EL/LA ENTREVISTADO/A MANIFIESTE QUE ENTIENDE Y TIENE CLARIDAD SOBRE EL PROCESO)</p> |

**INSTRUMENTO #1:**

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                      |
|------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | Queremos ahora preguntarle dos cosas puntuales: 1. ¿Está de acuerdo con realizar la entrevista? 2. ¿Está de acuerdo con que grabemos la sesión para luego poder analizarla con cuidado? (recordar términos de confidencialidad y anonimato). |

**MESA NACIONAL DE PARTICIPACIÓN DE PERSONAS VÍCTIMAS****ENTREVISTA #1: PARTICIPACIÓN Y ENFOQUE DIFERENCIAL**

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                         | TEMÁTICA                                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Introducción                                | Cuénteme un poco sobre el rol que desempeña actualmente en la mesa, y hace cuánto lo desempeña<br>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM                                                                                                                                                                                                                                                                                                      |
| <p>1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISIP results?</p> | Participación                               | <p>¿Cómo apoyó OIM los procesos de participación para las víctimas en el marco de la Ley?</p> <p>¿Cómo OIM ha fortalecido la participación de víctimas y organizaciones en el SIP?</p> <p>¿Cuáles fueron los principales logros y desafíos en estos procesos?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p>                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rol organizaciones, entidades, comunidades. | <p>¿Cuáles considera que fueron los actores más relevantes para la implementación de las acciones desarrolladas por OIM? ¿Cómo contribuyeron?</p> <p>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento entre estos actores?</p>                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Enfoque diferencial                         | <p>¿Sabe cómo apoyó OIM la apropiación de los enfoques diferenciales en la política para las víctimas?</p> <p>¿Qué acciones apoyó OIM con organizaciones de personas víctimas en materia de enfoque diferencial?</p> <p>¿Cómo considera que ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto?</p> |

## INSTRUMENTO #2: REHABILITACIÓN

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                | TEMÁTICA                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services? | Rehabilitación psicosocial | <p>Queremos conocer su opinión sobre el apoyo de OIM a las estrategias de rehabilitación psicosocial: PAPSIVI, EREG y Entrelazando.</p> <p>A partir de lo anterior se realizan las siguientes preguntas para cada estrategia:</p> <p>¿Cómo ha apoyado OIM la implementación de esta estrategia?</p> <p>¿Qué acciones específicas apoyadas por OIM considera que han facilitado el acceso de personas víctimas a la atención por parte de esta estrategia?</p> <p>¿Qué desafíos enfrenta hoy la estrategia?</p> <p>Pregunta general de esta área:</p> <p>¿Qué tipo de personas víctimas considera que tienen más dificultades para acceder a estas estrategias?</p> |
|                                                                                                                                                                                                                       | Rehabilitación física      | <p>¿Tiene conocimiento de procesos rehabilitación física de las personas víctimas que haya apoyado OIM?</p> <p>Si la respuesta es afirmativa, preguntar:</p> <p>¿Cómo ha apoyado OIM la implementación de acciones para la rehabilitación física de las personas víctimas?</p> <p>¿Qué acciones específicas apoyadas por OIM considera que facilitaron el acceso de personas víctimas a la rehabilitación física?</p> <p>¿Qué retos enfrentan hoy los procesos de rehabilitación física para personas víctimas del conflicto?</p>                                                                                                                                  |
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims?               | Desminado                  | <p>¿Sabe qué acciones apoyó OIM en la estrategia de 'Acción integral contra minas'?</p> <p>¿Cuáles son los retos actuales de la 'Acción integral contra minas' en el territorio colombiano?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## INSTRUMENTO #3: OTRAS MEDIDAS DE REPARACIÓN Y ACUERDO DE PAZ

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                              | TEMÁTICA                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of | Otras medidas de reparación | <p>Qué acciones desarrolladas por OIM tuvieron un impacto positivo en materia de:</p> <p>Acceso de las personas víctimas a la indemnización</p> <p>Generación de ingresos</p> <p>Empleabilidad</p> |



### INSTRUMENTO #3: OTRAS MEDIDAS DE REPARACIÓN Y ACUERDO DE PAZ

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                | TEMÁTICA                          | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>this institutional strengthening and public policy interventions?</p> <p>2. What gaps and challenges do the GOC face to sustain VISIP-supported institutional strengthening and policy implementation results?</p> |                                   | <p>Reparación colectiva</p> <p>Procesos de reparación simbólica</p> <p>Construcción y difusión de la memoria histórica de manera local y regional</p> <p>¿Qué desafíos se presentaron en la implementación de estas acciones?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation?</p>                                                     | Implementación del acuerdo de paz | <p>¿Cómo apoyó OIM el proceso de implementación de los PDETS?</p> <p>¿Cómo apoyó OIM la participación de las víctimas en este proceso?</p> <p>¿Cuáles considera que han sido los principales avances y logros en los procesos de búsqueda de las y los desaparecidos en Colombia en el marco de las acciones que realiza la UBPD?</p> <p>¿Cuáles considera que han sido los principales avances y logros en los procesos de acceso a la verdad para las víctimas y la población colombiana en el marco de las acciones que realiza la CEV?</p> <p>¿Conoce acciones específicas que haya apoyado VISIP en estas áreas?</p> <p>¿Cuáles han sido los principales apoyos de OIM al funcionamiento de la Jurisdicción Especial para la Paz?</p> |
|                                                                                                                                                                                                                       | Cierre                            | <p>¿Cuáles considera que son los principales retos que enfrentan la mesa nacional de víctimas hoy?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### MESAS MUNICIPALES DE PARTICIPACIÓN PARA VÍCTIMAS

#### INSTRUMENTO #1: PARTICIPACIÓN, REHABILITACIÓN ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN                                                                    | TEMÁTICA      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                           | Introducción  | <p>Cuénteme un poco sobre el rol que desempeña actualmente en la mesa, y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM</p>                 |
| <p>1. To what extent do VISIP (1) institutional strengthening and (2) development and</p> | Participación | <p>¿Cómo apoyó OIM los procesos de participación para las víctimas en el marco de la Ley 1448 en este territorio?</p> <p>¿Cómo ha fortalecido OIM la participación de víctimas y organizaciones en el marco del SIP?</p> |

## INSTRUMENTO #1: PARTICIPACIÓN, REHABILITACIÓN ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | TEMÁTICA                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?</p> <p>7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation?</p> | Rehabilitación psicosocial | <p>¿Cuáles considera que fueron los principales logros y desafíos en estos procesos?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Tiene conocimiento de procesos de rehabilitación psicosocial de las personas víctimas que haya apoyado OIM en este territorio? PAPSIVI, EREG, Entrelazando.</p> <p>A partir de lo anterior se realizan las siguientes preguntas para cada estrategia con presencia territorial:</p> <p>¿Sabe cómo ha apoyado OIM la implementación de esta estrategia?¿</p> <p>¿Qué acciones específicas apoyadas por OIM considera que han facilitado el acceso de personas víctimas a la atención por parte de esta estrategia?</p> <p>¿Qué desafíos enfrenta hoy la estrategia?</p> <p>Pregunta general de esta área:</p> <p>¿Qué tipo de personas víctimas considera que tienen más dificultades para acceder a estas estrategias?</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rehabilitación física      | <p>¿Tiene conocimiento de procesos de rehabilitación física de las personas víctimas que haya apoyado OIM en este territorio?</p> <p>Si la respuesta es afirmativa, preguntar:</p> <p>¿Sabe cómo ha apoyado OIM la implementación de acciones para la rehabilitación física de las personas víctimas en su territorio?</p> <p>¿Qué acciones específicas apoyadas por OIM considera que han facilitado el acceso de personas víctimas a la rehabilitación física?</p> <p>¿Qué retos enfrentan hoy los procesos de rehabilitación física individual para personas víctimas del conflicto?</p>                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Enfoque diferencial        | <p>¿Sabe cómo apoyó OIM la apropiación de los enfoques diferenciales para la atención y reparación de las víctimas?</p> <p>¿Qué acciones apoyó OIM con organizaciones de personas víctimas en materia de enfoque diferencial?</p> <p>¿Cómo considera que ha impactado la apropiación de los enfoques diferenciales los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto?</p>                                                                                                                                                                                                                                                                                                                                                                                                           |

## INSTRUMENTO #2: OTRAS MEDIDAS DE REPARACIÓN, ACUERDO DE PAZ Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                | TEMÁTICA                                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                       | Introducción                                | <p>Cuénteme un poco sobre el rol que desempeña actualmente en la mesa, y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                                                                                                 | Rol organizaciones, entidades, comunidades. | <p>¿Cuáles considera que fueron los actores más relevantes para la implementación de las acciones del programa OIM en su municipio? ¿Cómo contribuyeron?</p> <p>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento entre estas entidades?</p> <p>¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de OIM?</p> |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                                                                                                     | Generación de ingresos y empleabilidad      | <p>¿Qué conoce del apoyo de OIM a iniciativas de generación de ingresos para personas víctimas?</p> <p>¿En qué medida ese apoyo ha logrado para que haya programas efectivos para generar ingresos para personas víctimas?</p> <p>¿Qué sabe del apoyo de OIM a iniciativas que mejoren la empleabilidad de personas víctimas?</p> <p>¿Qué tanto ese apoyo se ha visto en programas efectivos para mejorar la empleabilidad de personas víctimas?</p> <p>¿Qué cree que ha hecho falta que los programas de generación de ingresos o de empleabilidad para personas víctimas tengan mejores resultados?</p>   |
| To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Otras medidas de reparación                 | <p>Qué acciones desarrolladas por OIM, considera que tuvieron un impacto positivo en materia de:</p> <p>Reparación colectiva</p> <p>Procesos de reparación simbólica</p> <p>Construcción y difusión de la memoria histórica de manera local y regional</p> <p>¿Qué desafíos se presentaron en la implementación de estas acciones?</p>                                                                                                                                                                                                                                                                      |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation?                                                                                                                                                             | Implementación del acuerdo de paz           | <p>¿En este territorio hay proyectos PDETS?</p> <p>Si la respuesta es afirmativa, preguntar cuáles.</p> <p>¿Cómo apoyó OIM el proceso de implementación de los PDETS? Y en particular, ¿la participación de la Mesa Municipal en este?</p> <p>¿Cuáles considera que han sido los principales avances y logros en los procesos de búsqueda de las y los desaparecidos en Colombia en el marco de las acciones que realiza la UBPD?</p> <p>¿Conoce acciones específicas que haya apoyado OIM en temas de búsqueda?</p>                                                                                        |

## INSTRUMENTO #2: OTRAS MEDIDAS DE REPARACIÓN, ACUERDO DE PAZ Y SOSTENIBILIDAD

| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                |
|------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |          | ¿Cuáles considera que han sido los principales avances y logros en los procesos de acceso a la verdad para las víctimas y la población colombiana en el marco de las acciones que realiza la CEV?<br>¿Conoce acciones específicas que haya apoyado OIM en temas de acceso a la verdad? |
|                        | Cierre   | ¿Cuáles considera que son los principales retos que enfrentan las mesas municipales de víctimas hoy?                                                                                                                                                                                   |

## VÍCTIMAS ATENDIDAS POR PAPSIVI

### INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                  | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?                | Acceso a la atención psicosocial | ¿Cómo conoció cada uno de ustedes el PAPSIVI?<br>¿De qué manera accedieron a la atención del PAPSIVI?<br>¿Qué fue lo que más les gustó de la atención recibida?<br>¿Qué aspectos del PAPSIVI creen que se podrían mejorar? ¿Qué recomendarían?<br>¿Han recibido atención en salud física en el marco del PAPSIVI? Si la respuesta es afirmativa: ¿Cómo valoran la atención que recibieron?                                                                                                          |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                       | Estabilización socioeconómica    | ¿Qué conocen sobre los programas del gobierno colombiano para generar ingresos y mejorar la empleabilidad de personas víctimas?<br>¿Alguno ha participado en alguno de estos programas? ¿Cómo valora su experiencia?<br>¿Qué recomendarían a las instituciones para apoyar la generación de ingresos y mejorar la empleabilidad de las víctimas?                                                                                                                                                    |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                   | ¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?<br>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?<br>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las víctimas?<br>¿Qué creen que son las prioridades de su territorio para la construcción de paz? |

| INSTRUMENTO #I         |          |                                                                                                                                                                                            |
|------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                    |
|                        | OIM      | <p>¿Qué saben de la OIM y cómo ha apoyado la implementación de acciones para una adecuada atención a las víctimas?</p> <p>Si conocen el trabajo de la OIM ¿cómo valoran dicho trabajo?</p> |

## VÍCTIMAS ATENDIDAS POR EREG

| INSTRUMENTO #I                                                                                                                                                                                                                           |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                   | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?                | Acceso a la atención psicosocial | <p>¿Cómo conoció cada uno de ustedes la estrategia EREG?</p> <p>¿De qué manera accedieron a la estrategia?</p> <p>¿Qué fue lo que más les gustó de la atención recibida por la EREG?</p> <p>¿Qué aspectos de la EREG creen que se podrían mejorar? ¿Qué recomendarían?</p>                                                                                                                                                                                                                                             |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                        | Estabilización socioeconómica    | <p>¿Qué conocen sobre los programas del gobierno colombiano para generar ingresos y mejorar la empleabilidad de personas víctimas?</p> <p>¿Alguno ha participado en alguno de estos programas? ¿Cómo valora su experiencia?</p> <p>¿Qué recomendarían a las instituciones para apoyar la generación de ingresos y mejorar la empleabilidad de las víctimas?</p>                                                                                                                                                        |
| 7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                   | <p>¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?</p> <p>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?</p> <p>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las víctimas?</p> <p>¿Qué creen que son las prioridades de su territorio para la construcción de paz?</p> |
|                                                                                                                                                                                                                                          | OIM                              | <p>¿Qué saben de la OIM y cómo ha apoyado la implementación de acciones para una adecuada atención a las víctimas?</p> <p>Si conocen el trabajo de la OIM ¿cómo valoran dicho trabajo?</p>                                                                                                                                                                                                                                                                                                                             |

## VÍCTIMAS ATENDIDAS POR REHABILITACIÓN FÍSICA

| INSTRUMENTO #I                                                                                                                                                                                                                           |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                   | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?                | Acceso a la atención psicosocial | <p>¿Cómo conoció cada uno de ustedes los servicios de rehabilitación física para personas víctimas del conflicto?</p> <p>¿Por qué decidieron intentar acceder a estos servicios?</p> <p>¿Cómo fue su proceso para acceder a estos servicios?</p> <p>- ¿En algún momento les preguntaron si eran víctimas del conflicto armado?</p> <p>¿Qué fue lo que más les gustó de la atención recibida en rehabilitación física?</p> <p>¿Qué aspectos del servicio creen que se podrían mejorar? ¿Qué recomendarían para mejorarlos?</p> |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                        | Estabilización socioeconómica    | <p>¿Qué conocen sobre los programas del gobierno colombiano para generar ingresos y mejorar la empleabilidad de personas víctimas?</p> <p>¿Alguno ha participado en alguno de estos programas? ¿Cómo valora su experiencia?</p> <p>¿Qué recomendarían a las instituciones para apoyar la generación de ingresos y mejorar la empleabilidad de las víctimas?</p>                                                                                                                                                               |
| 7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                   | <p>¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?</p> <p>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?</p> <p>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las víctimas?</p> <p>¿Cuáles creen que son las prioridades de su territorio para la construcción de paz?</p>     |
|                                                                                                                                                                                                                                          | OIM                              | <p>¿Qué saben de la OIM y cómo ha apoyado la implementación de acciones para una adecuada atención a las víctimas?</p> <p>Si conocen el trabajo de la OIM ¿cómo valoran dicho trabajo?</p>                                                                                                                                                                                                                                                                                                                                    |

## VÍCTIMAS ATENDIDAS POR ENTRELAZANDO

| INSTRUMENTO #I                                                                                                                                                                                                                          |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                  | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?                | Acceso a la atención psicosocial | <p>¿Cómo conoció cada uno de ustedes de la estrategia Entrelazando?</p> <p>¿De qué manera empezaron a participar de las actividades de la estrategia?</p> <p>¿Qué fue lo que más les gustó de Entrelazando?</p> <p>¿Qué aspectos de la estrategia creen que se podrían mejorar? ¿Qué recomendarían?</p>                                                                                                                                                                                                                   |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                       | Estabilización socioeconómica    | <p>¿Qué conocen sobre los programas del gobierno colombiano para generar ingresos y mejorar la empleabilidad de personas víctimas?</p> <p>¿Alguno ha participado en alguno de estos programas? ¿Cómo valora su experiencia?</p> <p>¿Qué recomendaría a las instituciones para apoyar la generación de ingresos y mejorar la empleabilidad de las víctimas?</p>                                                                                                                                                            |
| 7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                   | <p>¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?</p> <p>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?</p> <p>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las víctimas?</p> <p>¿Cuáles creen que son las prioridades de su territorio para la construcción de paz?</p> |
|                                                                                                                                                                                                                                         | OIM                              | <p>¿Qué saben de la OIM y cómo ha apoyado la implementación de acciones para una adecuada atención a las víctimas?</p> <p>Si conocen el trabajo de la OIM ¿cómo valoran dicho trabajo?</p>                                                                                                                                                                                                                                                                                                                                |

## VÍCTIMAS ATENDIDAS POR REHABILITACIÓN COLECTIVA ÉTNICA

| INSTRUMENTO #1                                                                                                                                                                                                                           |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                   | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?                | Acceso a la atención psicosocial | <p>¿Cómo su comunidad accedió al proceso de reparación colectiva?</p> <p>¿Cómo decidieron sobre las acciones correspondientes a la rehabilitación psicosocial de su comunidad?</p> <p>¿Qué fue lo que más les gustó de la medida de rehabilitación colectiva?</p> <p>¿Qué aspectos de la medida de rehabilitación colectiva para comunidades y pueblos étnicos podrían mejorarse?</p> <p>¿Qué recomendarían?</p>                                                                                                                            |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                        | Estabilización socioeconómica    | <p>¿Qué conocen sobre los programas del gobierno colombiano para mejorar la situación económica de las comunidades y pueblos étnicos que han sido víctimas del conflicto?</p> <p>¿Han participado en alguno de estos programas? ¿Cómo valoran su experiencia?</p> <p>¿Qué recomendaría a las instituciones para apoyar la generación de ingresos y la empleabilidad de comunidades y pueblos étnicos?</p>                                                                                                                                   |
| 7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                   | <p>¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?</p> <p>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?</p> <p>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las comunidades y pueblos étnicos?</p> <p>¿Qué creen que son las prioridades de su territorio para la construcción de paz?</p> |
|                                                                                                                                                                                                                                          | OIM                              | <p>¿Qué saben de la OIM y cómo ha apoyado la implementación de acciones para una adecuada atención a las víctimas?</p> <p>Si conocen el trabajo de la OIM ¿cómo valoran dicho trabajo?</p>                                                                                                                                                                                                                                                                                                                                                  |



## ORGANIZACIONES: PILOTOS DE ESTABILIZACIÓN SOCIOECONÓMICA

| INSTRUMENTO #1                                                                                                                                                                         |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                 | TEMÁTICA                         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                        | Introducción                     | <p>Cuénteme un poco sobre la organización, qué hace, hace cuánto se conformó, qué servicios ofrece?</p> <p>¿Todas las personas de la organización son víctimas?</p> <p>¿Qué impacto ha tenido ser víctimas sobre la forma como funciona la organización y como se relaciona con otros actores?</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 5. What were the lessons learned and results of the VISP pilots developed to strengthen the capacity of CSOs on economic empowerment, employability, and incidence in public policies? | Pilotos estabilización económica | <p>¿De qué manera se enteraron de la convocatoria?</p> <p>¿Cómo fue el trabajo de su organización con el programa VISP?</p> <p>¿cómo se enteraron de la convocatoria?</p> <p>El primer paso fue hacer un diagnóstico a la organización. ¿Cómo fue este proceso?</p> <p>¿En qué medida ustedes definieron qué tipo de apoyo deseaban recibir del programa?</p> <p>La capacitación que recibieron con Territorios de Aprendizaje cómo fue? cuánto duró? ¿Hubo más capacitaciones además de esta?</p> <p>En las actividades específicas que hicieron con OIM ¿participaron otros actores? (alcaldía, SENA, etc.)</p> <p>¿Considera que el apoyo de VISP generó recursos y capacidades para mejorar sus proyectos productivos?</p> <p>¿Considera que el apoyo de VISP fortaleció la capacidad asociativa y organizativa de la organización?</p> <p>¿Considera que el apoyo de VISP fortaleció la capacidad comercial de la organización? Por ejemplo, la página web que hicieron con el programa, ¿qué tanto les ha servido?</p> <p>¿Qué factores externos considera que pudieron incidir en los resultados del apoyo del programa a su organización?</p> <p>¿Qué tanta retroalimentación sintieron ustedes que pudieron darle al programa?</p> <p>¿Qué fortalezas ve en el apoyo brindado por el programa?</p> <p>¿Qué debilidades ve en el apoyo brindado por el programa?</p> <p>¿La organización ha recibido apoyos de fortalecimiento productivo o asociativo de otros programas?</p> <p>De ser así, ¿cuál programa? ¿antes o después del apoyo de VISP?</p> <p>¿En qué considera que se diferenció el apoyo de VISP de los otros apoyos que ha recibido?</p> <p>Luego de la implementación del apoyo del programa ¿qué retos existen para garantizar la sostenibilidad de lo que lograron con el programa?</p> |
|                                                                                                                                                                                        | Cierre                           | <p>En general, si ustedes pudieran decirle al Estado cómo ayudar a que las personas víctimas tengan mejores ingresos, ¿qué le dirían?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## PROMOTORES PSICOSOCIALES PAPSIVI

| INSTRUMENTO #I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TEMÁTICA                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Introducción               | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa VISP de USAID implementado por OIM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?</p> | Rehabilitación psicosocial | <p>¿Cómo ha apoyado OIM la implementación del PAPSIVI? (formación, equipos, infraestructura, cuidado emocional, protocolos)</p> <p>¿Qué acciones apoyadas por OIM considera que han facilitado el acceso de personas víctimas a la atención psicosocial del PAPSIVI?</p> <p>¿Qué acciones apoyadas por OIM han facilitado el acceso de personas víctimas al componente de salud del PAPSIVI?</p> <p>¿Qué dificultades enfrentan diferentes tipos de personas víctimas para acceder al PAPSIVI?</p> <p>¿En qué medida hay características de las personas víctimas -de su situación social o económica- que les generan dificultades para acceder al PAPSIVI?</p> <p>¿Qué situaciones del contexto han afectado en el acceso de las personas víctimas al PAPSIVI?</p> <p>¿Qué desafíos enfrenta hoy el PAPSIVI?</p> |

## FUNDACIÓN ACOPLÉ, AFRODES

| INSTRUMENTO #I - CAM                                                          |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                        | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                               | Introducción | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa ACOPLÉ de USAID y lo que se conoce como el CAM</p>                                                                                                                                                                                                                                                                                                                              |
| 4. What are the main strengths and weaknesses of the “Community Agent Model”? | Modelo CAM   | <p>¿Cuál cree usted que es el diferencial del modelo CAM en relación con otros modelos de atención?</p> <p>¿Cuáles fueron los principales logros de la implementación del CAM?</p> <p>¿Cuáles fueron los desafíos de la adaptación del CAM al contexto colombiano?</p> <p>¿Qué ventajas y limitaciones implicó que los acompañamientos fueran realizados por personas víctimas del conflicto armado?</p> <p>¿Cómo se articuló el modelo con otras ofertas institucionales dirigidas a la población víctima del conflicto armado?</p> |

## INSTRUMENTO #1 - CAM

| PREGUNTA DE EVALUACIÓN | TEMÁTICA         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |                  | <p>¿Cómo se articuló el modelo con la oferta psicosocial de atención a población víctima?</p> <p>¿Cómo se plantea el proceso de seguimiento a las personas atendidas en el CAM?</p> <p>¿Qué actividades de fortalecimiento y cuidado del talento humano se ejecutaron como parte del CAM?</p> <p>¿Se realizaron acciones de transferencia de conocimiento-metodología del CAM a instituciones públicas o privadas? (De acuerdo con la respuesta precisar si se efectuaron acciones de transferencia a Papsivi, EREG, y entrelazando).</p> <p>¿Cuál fue el impacto de este proceso de transferencia?</p> <p>¿Cómo el CAM incorporó el enfoque étnico?</p> |
|                        | Efectos Covid-19 | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación del CAM?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones del CAM?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                        | Sostenibilidad   | <p>¿Qué capacidades técnicas y financieras considera necesarias para que el CAM sea sostenible?</p> <p>¿Qué aprendizajes de la implementación de CAM considera útiles para el sistema de salud colombiano? (trabajar con agentes locales apropiados a la cultura, remunerar a los agentes, modelo flexible).</p>                                                                                                                                                                                                                                                                                                                                         |

## CISALVA

## INSTRUMENTO #1 - CAM

| PREGUNTA DE EVALUACIÓN                                                        | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                               | Introducción | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa ACOPLÉ de USAID y lo que se conoce como el CAM</p>                                                                                                                                                                                                                                                                                                      |
| 4. What are the main strengths and weaknesses of the “Community Agent Model”? | Modelo CAM   | <p>¿Cuál fue el rol del instituto CISALVA y de AFRODES en la adaptación e implementación del CAM?</p> <p>¿Cuál cree usted que es el diferencial del modelo CAM en relación a otros modelos de atención?</p> <p>¿Cuáles fueron los principales logros de la implementación del CAM?</p> <p>¿Cuáles fueron los desafíos de la adaptación del CAM al contexto Colombiano?</p> <p>¿Qué ventajas y limitaciones implicó que los acompañamientos fueran realizados por personas víctimas del conflicto armado?</p> |

## INSTRUMENTO #1 - CAM

| PREGUNTA DE EVALUACIÓN | TEMÁTICA         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                               |
|------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |                  | ¿Cómo el CAM incorporó el enfoque étnico?                                                                                                                                                                                                                                                             |
|                        | Efectos Covid-19 | ¿Qué cambios supuso la pandemia Covid-19 para la implementación del CAM?<br>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones del CAM?                                                                                                                       |
|                        | Sostenibilidad   | ¿Qué capacidades técnicas y financieras considera necesarias para que el CAM sea sostenible?<br>¿Qué aprendizajes de la implementación de CAM considera útiles para el sistema de salud colombiano? (trabajar con agentes locales apropiados a la cultura, remunerar a los agentes, modelo flexible). |

## ORGANIZACIÓN LA COMADRE

### INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICA                              | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                          | Introducción                          | ¿Podrían contarnos por favor sobre su organización y cuál ha sido su misión y su trabajo hasta el día de hoy?                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                          | Exploración general                   | ¿Cuáles han sido los principales apoyos recibidos por la OIM y el programa VISP a su organización?<br>¿Cuáles han sido los logros más importantes que han logrado como organización a partir del trabajo con OIM y el programa VISP?<br>¿Cuáles han sido para ustedes las limitaciones o dificultades del trabajo con OIM y el programa VISP? |
| 1. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Enfoque diferencial (género y étnico) | ¿En qué medida el trabajo con VISP ayudó a visibilizar las violencias que han sufrido de forma desproporcionada y diferenciadas las mujeres afro en el conflicto armado?<br>¿Qué tanto el apoyo de VISP ha tenido un impacto positivo en la atención y reparación integral de las mujeres afro víctimas del conflicto?                        |
| 3. To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to                                                                                                                                                       | Rehabilitación psicosocial            | ¿Qué tanto creen que los servicios de rehabilitación psicosocial son accesibles para las mujeres afro en Colombia?<br>¿Han participado o han hecho parte de estrategias de rehabilitación psicosocial? ¿Cómo valoran dicha experiencia?                                                                                                       |

## INSTRUMENTO #I

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                   | TEMÁTICA                      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| improvement or that delayed access to these services?                                                                                                                                                                                    | Rehabilitación física         | ¿Qué tanto creen que los servicios de rehabilitación física son accesibles para las mujeres afro en Colombia?<br>¿Han participado o han hecho parte de estrategias de rehabilitación física? ¿Cómo valoran dicha experiencia?                                                                                                                                                                                                                                                                          |
| 6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims?                                                                                                                        | Estabilización socioeconómica | ¿Qué conocen sobre los programas del gobierno colombiano para generar ingresos y mejorar la empleabilidad de personas víctimas?<br>¿Alguno ha participado en alguno de estos programas? ¿Cómo valora su experiencia?<br>¿Qué recomendarían a las instituciones para apoyar la generación de ingresos y mejorar la empleabilidad de las víctimas?                                                                                                                                                       |
| 7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim's interventions? | Acuerdo de Paz                | ¿Han logrado participar en proyectos o iniciativas con entidades como la Comisión de la Verdad, la Unidad de Búsqueda de Personas Desaparecidas o la Jurisdicción Especial para la Paz?<br>Si la respuesta es afirmativa: ¿Cómo valoran su participación en el trabajo con estas entidades?<br>Si la respuesta es negativa: ¿Qué recomendarían a estas entidades para mejorar la participación de las víctimas?<br>¿Cuáles creen que son las prioridades de su territorio para la construcción de paz? |
|                                                                                                                                                                                                                                          | Cierre                        | ¿Podría mencionar dos o tres aspectos en los cuáles considera que la cooperación internacional podría continuar apoyando a las organizaciones de víctimas en el país?                                                                                                                                                                                                                                                                                                                                  |

## AUTORIDADES ÉTNICAS

### INSTRUMENTO #I: REPARACIÓN Y ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                 | TEMÁTICA      | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                        | Introducción  | Cuénteme un poco sobre este territorio y sobre su comunidad<br>Cuénteme de manera general qué conoce sobre el programa VISIP de USAID implementado por OIM                                                                                                                                                                                        |
| To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and | Participación | ¿Cómo apoyó OIM los procesos de participación de las personas víctimas pertenecientes a comunidades étnicas, en el marco de la Ley 1448, en este territorio? (¿conoce el protocolo de atención a comunidades étnicas de la LV?)<br>¿Cómo ha fortalecido OIM la participación de víctimas y organizaciones étnicas en el marco de la LV y del SIP? |

## INSTRUMENTO #1: REPARACIÓN Y ENFOQUE DIFERENCIAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                       | TEMÁTICA                                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| challenges of this institutional strengthening and public policy interventions?<br><br>To what extent have VISP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services? |                                             | ¿Cuáles fueron los principales logros y desafíos en estos procesos?                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                              | Rol organizaciones, entidades, comunidades. | ¿Cuáles considera que fueron los actores más relevantes para la implementación de las acciones del programa VISP en su departamento? ¿Cómo contribuyeron?<br><br>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local |
|                                                                                                                                                                                                                                                                                                              | Enfoque diferencial                         | ¿Qué acciones apoyó OIM en temas de enfoque diferencial?<br><br>¿Qué resultados han tenido estos apoyos en materia de enfoque diferencial?<br><br>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto?                                                        |
|                                                                                                                                                                                                                                                                                                              | Rehabilitación psicosocial                  | ¿Qué logros se han logrado con apoyo de OIM para facilitar el acceso de comunidades étnicas a la rehabilitación psicosocial?<br><br>¿Qué desafíos enfrentan hoy los procesos de rehabilitación psicosocial con enfoque étnico?                                                                                                           |
|                                                                                                                                                                                                                                                                                                              | Generación de ingresos                      | ¿En qué medida la OIM ha incidido en crear iniciativas para generar ingresos con las comunidades y pueblos étnicos?<br><br>¿Qué todavía hace falta para fortalecer los proyectos de generación de ingresos con comunidades y pueblos étnicos?                                                                                            |
|                                                                                                                                                                                                                                                                                                              | Otras medidas de reparación                 | ¿Qué logros se han logrado con apoyo de OIM en materia de reparación colectiva?<br><br>¿Qué desafíos se presentaron en estos procesos?<br><br>¿Qué logros se han logrado con apoyo de OIM en la construcción y difusión de la memoria histórica?<br><br>¿Cómo ha contribuido OIM a procesos de reparación simbólica de las comunidades?  |

## EXPERTOS: ESTABILIZACIÓN SOCIOECONÓMICA DE POBLACIÓN VÍCTIMA

### INSTRUMENTO #1: GENERACIÓN DE INGRESOS

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                             | TEMÁTICA               | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area?</p> <p>Screen reader support enabled.</p> | Generación de ingresos | <p>¿Qué acciones principales comprenden los programas de generación de ingresos para personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son los principales avances y logros de los programas para la generación de ingresos de personas víctimas?</p> <p>¿En qué medida los programas para la generación de ingresos han logrado implementar enfoques diferenciales (género, étnico, discapacidad, curso de vida) para el trabajo con víctimas del conflicto armado?</p> <p>¿Cuáles han sido las principales dificultades y limitaciones en el diseño e implementación de los programas de generación de ingresos de personas víctimas?</p> <p>¿Cuáles son los principales retos para la sostenibilidad de los resultados conseguidos hasta el momento en generación de ingresos para las víctimas?</p> <p>¿Cuáles son sus recomendaciones para mejorar los programas de generación de ingresos a personas víctimas?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la generación de ingresos para las víctimas?</p> |
| <p>6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area?</p> <p>Screen reader support enabled.</p> | Empleabilidad          | <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿Cuáles son los principales logros de los programas de empleabilidad en personas víctimas?</p> <p>¿De qué manera se articulan estos programas con la reparación integral a víctimas?</p> <p>¿Cuáles son las principales dificultades y limitaciones que enfrentan los programas de empleabilidad en personas víctimas? (preguntar por focalización, capacidad técnica, fiscal, enfoque diferencial, impacto real)</p> <p>¿Qué estrategias deberían incluirse o qué áreas deben fortalecerse en los programas para la empleabilidad de las víctimas?</p> <p>Desde su conocimiento ¿qué recomendaría para mejorar los programas de empleabilidad para personas víctimas del conflicto en Colombia?</p> <p>¿Qué apoyos de la cooperación internacional considera que serían útiles para avanzar en la empleabilidad de las víctimas?</p>                                                                                                                                                                                                     |

## SOCIO IMPLEMENTADOR

| INSTRUMENTO #I            |                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA(S) DE EVALUACIÓN | TEMÁTICA                                    | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                           | Introducción<br>(para todos los protocolos) | <p>¡Bienvenido/a!</p> <p>Para nosotrxs como equipo consultor resulta muy valiosa su disposición para estar en este espacio. Hoy queremos conversar con usted sobre unos temas muy puntuales relacionados con el Programa de Apoyo Institucional para las Víctimas -VISP, financiado por USAID e implementado por su organización, OIM. En específico quisiéramos dialogar sobre cómo las acciones de este programa fortalecieron (o no) el trabajo institucional de la entidad en la que usted se desempeña (reemplazar según sea el caso, UARIV, CNMH, MinSalud, etc.). Esperamos poder comprender mejor el apoyo recibido y saber cuáles fueron las principales contribuciones, logros, retos, dificultades y aprendizajes.</p> <p>Es importante señalar que lo que charlemos en este espacio es de carácter confidencial, su información personal no será revelada bajo ninguna circunstancia y lo que hablemos será tratado exclusivamente para fines investigativos.</p> <p>¿Tiene preguntas o inquietudes sobre lo que le acabamos de contar? (RESPONDER TODAS LAS PREGUNTAS HASTA QUE EL/LA ENTREVISTADO/A MANIFIESTE QUE ENTIENDE Y TIENE CLARIDAD SOBRE EL PROCESO)</p> <p>Queremos ahora preguntarle dos cosas puntuales: 1. ¿Está de acuerdo con realizar la entrevista? 2. ¿Está de acuerdo con que grabemos la sesión para luego poder analizarla con cuidado? (recordar términos de confidencialidad y anonimato).</p> |

## OIM: NIVEL NACIONAL

| INSTRUMENTO #I: REHABILITACIÓN PSICOSOCIAL                                                                                                                                                                                                                                |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA(S) DE EVALUACIÓN                                                                                                                                                                                                                                                 | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                           | Introducción | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña                                                                                                                                                                                                                                                                                                                                                                                             |
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional | PAPSIVI      | <p>¿Cómo ha apoyado VISP la implementación del PAPSIVI?</p> <p>¿Cuál ha sido el rol de VISP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera ha apoyado VISP el fortalecimiento y cuidado del talento humano para la implementación del?</p> <p>¿Qué desafíos enfrenta hoy el PAPSIVI? ¿se está logrando la rehabilitación?</p> <p>¿Qué apoyos de cooperación internacional serían aún relevantes para apoyar al PAPSIVI?</p> |



## INSTRUMENTO #1: REHABILITACIÓN PSICOSOCIAL

| PREGUNTA(S) DE EVALUACIÓN                                                                                                                                                                                                 | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| strengthening and public policy interventions?                                                                                                                                                                            | Acceso PAPSIVI                           | <p>¿Qué acciones apoyadas por VISIP han facilitado el acceso de personas víctimas a la atención psicosocial del PAPSIVI?</p> <p>¿Qué acciones apoyadas por VISIP han facilitado el acceso de personas víctimas al componente de salud de PAPSIVI?</p> <p>¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder al PAPSIVI?</p>                                                                                              |
| 3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services? | EREG                                     | <p>¿Cómo ha apoyado VISIP la implementación de la EREG?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera VISIP ha fortalecido el talento humano que implementa la EREG?</p> <p>¿Qué desafíos enfrenta hoy la EREG?</p>                                                                                                                                        |
|                                                                                                                                                                                                                           | Acceso a EREG                            | <p>¿Qué acciones apoyadas por VISIP han facilitado el acceso de personas víctimas a la atención psicosocial de la EREG?</p> <p>¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder a la EREG?</p>                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                           | Entrelazando                             | <p>¿Cómo ha apoyado VISIP la implementación del Entrelazando?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera VISIP ha fortalecido el talento humano para la implementación de Entrelazando?</p> <p>¿Qué desafíos enfrenta hoy Entrelazando?</p>                                                                                                             |
|                                                                                                                                                                                                                           | Acceso Entrelazando                      | <p>¿Qué acciones apoyadas por VISIP han facilitado el acceso de personas víctimas en la estrategia Entrelazando?</p> <p>¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder a Entrelazando?</p>                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                           | Colectiva étnica                         | <p>¿Cómo ha apoyado VISIP la implementación de acciones de atención psicosocial con enfoque étnico?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?</p> <p>¿De qué manera VISIP ha fortalecido el talento humano que implementa procesos de rehabilitación colectiva étnica?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación psicosocial con enfoque étnico?</p> |
|                                                                                                                                                                                                                           | Acceso a rehabilitación colectiva étnica | <p>¿Qué acciones apoyadas por VISIP han facilitado el acceso de comunidades étnicas a la rehabilitación psicosocial?</p>                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                                                                                                                           |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## INSTRUMENTO #1: REHABILITACIÓN PSICOSOCIAL

| PREGUNTA(S) DE EVALUACIÓN | TEMÁTICA | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           |          | ¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder a la rehabilitación física basada en la comunidad?                                                                                                                                                                                                                                                                                                                        |
|                           | Otras    | ¿Se realizó alguna medición comparativa de seguimiento a los 20 casos en salud estudiados en 2016?                                                                                                                                                                                                                                                                                                                                                      |
|                           | Cierre   | <p>¿Cómo se realiza seguimiento y monitoreo a los apoyos realizados por el programa en materia de rehabilitación psicosocial?</p> <p>¿Cuáles han sido los cambios más importantes que ha sufrido el programa VISIP en materia de rehabilitación psicosocial a lo largo de los años?</p> <p>¿Cuáles fueron los logros y limitaciones más importantes del programa VISIP con respecto a la rehabilitación psicosocial durante toda su implementación?</p> |

## INSTRUMENTO #2: REHABILITACIÓN FÍSICA

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | TEMÁTICA              | PREGUNTAS DE LA ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Introducción          | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?</p> | Rehabilitación física | <p>¿Cómo ha apoyado VISIP la implementación de acciones para la rehabilitación física individual?</p> <p>¿Cuál ha sido el rol de VISIP en materia de desarrollos técnico-lineamientos-orientaciones metodológicas?</p> <p>¿Cómo describiría el cambio de enfoque desde los SECOR hacia los servicios de Rehabilitación funcional de baja complejidad?</p> <p>¿Cómo se han implementado estas orientaciones en los servicios de alta-mediana complejidad y de baja complejidad?</p> <p>¿De qué manera VISIP ha realizado acciones para fortalecer y cuidar del talento humano que trabaja para la rehabilitación física de personas víctimas?</p> <p>¿Cómo valoró OIM la capacidad financiera de los hospitales públicos apoyados y qué seguimientos se realizaron en ese sentido? (pensando en la sostenibilidad de los servicios)</p> <p>¿Cuál fue el proceso de relacionamiento con la Fundación Ideal desde VISIP y cómo impactó los resultados del trabajo con los hospitales públicos?</p> <p>¿OIM Fomentó la prestación de servicios de Telemedicina en rehabilitación? ¿Cómo fue este proceso? ¿Impacto?</p> <p>¿cómo describiría los principales logros y retos de la mesa interprofesional en rehabilitación?</p> |

## INSTRUMENTO #2: REHABILITACIÓN FÍSICA

| PREGUNTAS DE EVALUACIÓN | TEMÁTICA                       | PREGUNTAS DE LA ENTREVISTA                                                                                                                                                                                                                                                                                  |
|-------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                                | <p>¿Cómo se realiza seguimiento y monitoreo a los apoyos realizados por el programa en materia de rehabilitación física?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física en servicios de alta-mediana complejidad y de baja complejidad?</p>                                       |
|                         | Acceso a rehabilitación física | <p>¿Qué acciones apoyadas por VISP han facilitado el acceso de personas víctimas a la rehabilitación física en servicios de alta-mediana complejidad y de baja complejidad?</p> <p>¿Qué brechas existen entre los diferentes perfiles poblacionales para acceder a la rehabilitación física individual?</p> |
|                         | Apoyo al desminado             | <p>¿Qué acciones apoyó VISP en la estrategia de ‘Acción integral contra minas’?</p> <p>¿Cuáles son los retos de ‘Acción integral contra minas’ en los departamentos VISP?</p>                                                                                                                               |
|                         | Cierre                         | <p>¿Cuáles fueron los logros y limitaciones más importantes del programa VISP con respecto a la rehabilitación física durante toda su implementación?</p>                                                                                                                                                   |

## INSTRUMENTO #3A: REGISTRO

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Registro ([detail removed])<br>entrevista a [detail removed]) | <p>¿Cómo apoyo VISP el montaje de sistemas de información relacionados con la atención a la población víctima en las entidades a las que apoyó?</p> <p>¿Cuál era la situación en temas de registro de la población Víctima antes del desarrollo de los sistemas de Información apoyados por VISP y cuál es la situación actualmente?</p> <p>¿De qué manera el apoyo al desarrollo de los sistemas mejoró la atención a población víctima?</p> <p>Desde su perspectiva, ¿a nivel territorial existe una adecuada apropiación y uso de los sistemas de información apoyados por VISP?</p> <p>¿Cómo ha incidido el desarrollo de estos sistemas de información en la implementación de la Ley de víctimas y particularmente en los procesos de planeación, seguimiento y monitoreo de las entidades territoriales?</p> <p>¿Cómo ha incidido el desarrollo de estos sistemas de información en la implementación de la Ley de víctimas y particularmente en los procesos de planeación, seguimiento y monitoreo de las entidades del orden nacional?</p> <p>¿Cuáles son los principales desafíos que enfrentan actualmente los sistemas de información en aspectos como su uso efectivo o la calidad de la información registrada? (cambios de personal)</p> <p>Teniendo en cuenta los desafíos mencionados ¿Hacia que acciones o desarrollos estratégicos dirigiría nuevos recursos de cooperación internacional en materia de registro y sistemas de información?</p> |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### INSTRUMENTO #3B: OTRAS MEDIDAS - (DETAIL REMOVED)

|                                                                                                                                                                                                                                                                                                                          |                       |                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Indemnización         | ¿Qué acciones desarrolladas en el marco de VISP tuvieron un impacto positivo en materia del acceso de las víctimas a una indemnización?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?                                                                                 |
|                                                                                                                                                                                                                                                                                                                          | Retorno y reubicación | ¿Qué acciones desarrolladas en el marco de VISP tuvieron un impacto positivo en los procesos de retorno y reubicación de víctimas?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?                                                                                      |
|                                                                                                                                                                                                                                                                                                                          | Reparación colectiva  | ¿Qué acciones de fortalecimiento institucional y formulación e implementación de políticas, desarrolladas en el marco de VISP, tuvieron un impacto positivo en materia de reparación colectiva?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?                         |
|                                                                                                                                                                                                                                                                                                                          | Reparations School    | ¿Qué acciones de fortalecimiento institucional y formulación e implementación de políticas, desarrolladas en el marco de VISP, tuvieron un impacto positivo respecto a la escuela de reparaciones (Reparations School)?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones? |
|                                                                                                                                                                                                                                                                                                                          | Cierre                | ¿Cuáles fueron los logros y limitaciones más importantes del programa VISP con respecto a la rehabilitación física durante toda su implementación?                                                                                                                                                                              |

### INSTRUMENTO #4: APOYO OPERATIVO Y RELACIONAMIENTO (A [DETAIL REMOVED] – POR [DETAIL REMOVED])

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                                                                                                                                                                  | TEMÁTICA                                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Apoyo operativo (fortalecimiento institucional nacional) | ¿De qué forma el apoyo operativo a entidades públicas con funciones en materia de asistencia y provisión de servicios a las víctimas -por ejemplo, en el diseño y ajuste de estructuras organizacionales, la planeación estratégica, la defensa jurídica y los procesos de gestión de calidad- incidió en que dichos servicios mejoraran?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?<br><br>¿Cómo el apoyo de VISP para consolidar la coordinación horizontal entre entidades de nivel nacional, impactó en el acceso de las víctimas a esquemas de asistencia y servicios?<br><br>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?<br><br>¿Trabajo con función pública? |
|                                                                                                                                                                                                                                                                                                                          | Seguimiento y monitoreo                                  | Interno                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

#### INSTRUMENTO #4: APOYO OPERATIVO Y RELACIONAMIENTO (A [DETAIL REMOVED] – POR [DETAIL REMOVED])

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                   | TEMÁTICA        | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                           |                 | <p>¿Cómo evalúa la estrategia de monitoreo y seguimiento INTERNO de OIM a la operación de VISP?</p> <p>¿Qué efectos tuvo analizar los resultados del seguimiento interno en ajustar el programa?</p> <p>¿Qué estrategias de aprendizaje horizontal se implementaron en VISP (por ejemplo, entre territoriales)?</p> <p>Externo</p> <p>¿Cuál es el impacto de VISP en el desarrollo e implementación de estrategias de seguimiento, monitoreo y evaluación de las entidades del sistema respecto de la provisión de atención y el acceso a servicios por parte de las víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?</p> <p>¿De qué forma el apoyo de VISP a las entidades públicas incidió en sus procesos de rendición de cuentas respecto de la oferta institucional en favor de las víctimas?</p> <p>¿De qué forma el apoyo de VISP a las entidades del Ministerio Público incidió en el debido seguimiento al cumplimiento de la oferta institucional en favor de las víctimas?</p> <p>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?</p> |
| 8.What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results? What recommended improvements to future programming? | Relacionamiento | <p>¿Cuáles fueron los actores institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>¿Cuáles fueron los actores clave no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p>Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado</p> <p>¿En qué medida el programa logró articularse con otros programas de USAID (territorios de oportunidad, DDHH, justicia transicional)? ¿Y con otras agencias de cooperación?</p> <p>¿Qué aprendizajes quedan en materia del relacionamiento entre VISP y aliados o actores clave?</p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento?</p>                                                                                                                                                                                                                                                                                                                                                     |

#### INSTRUMENTO #4A: (NAME REDACTED)- (FORTALECIMIENTO INSTITUCIONAL)

| TEMÁTICA                                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                      |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apoyo operativo (fortalecimiento institucional nacional) | <p>¿Mencione dos o tres desafíos que logre advertir en el relacionamiento de las entidades del SNARIV con las entidades del Sistema Integral de Paz?</p> <p>¿Qué acciones adelantó VISP para contribuir a la superación o resolución de dichos desafíos?</p> |

**INSTRUMENTO #4A: (NAME REDACTED)- (FORTALECIMIENTO INSTITUCIONAL)**

¿Menciones dos o tres desafíos que logre advertir en el relacionamiento interno entre las entidades que conforman el Sistema Integral de Paz?

¿Qué acciones adelantó VISIP para contribuir a la superación o resolución de dichos desafíos?

**INSTRUMENTO #5A: ENFOQUE DIFERENCIAL**

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                                                                                                                                                                   | TEMÁTICAS            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Memoria histórica    | <p>¿Cómo valora los aportes del programa VISIP a la construcción de memoria histórica en Colombia?</p> <p>¿Cómo el programa VISIP fortaleció la construcción y difusión de la memoria histórica de manera local y regional?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                           | Reparación simbólica | ¿Cómo contribuyó VISIP a procesos de reparación simbólica de las comunidades afectadas por el conflicto armado en Colombia?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                           | Participación        | ¿Qué apoyos en materia de participación se trabajaron con actores diferentes a las Mesas de Participación por ejemplo con organizaciones que manejan temas de enfoque diferencial? (mesas de mujeres, Consejos Territoriales de Planeación, mesas de jóvenes).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                           | Enfoque diferencial  | <p>¿Cómo apoyó VISIP la apropiación de los enfoques diferenciales en su entidad?</p> <p>¿Qué acciones apoyó VISIP con organizaciones de personas víctimas que lideran aspectos del enfoque diferencial?</p> <p>¿Qué iniciativas de formación en enfoques diferenciales apoyó VISIP?</p> <p>¿Cómo la apropiación de los enfoques diferenciales ha impactado los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto?</p> <p>¿Cuáles fueron los logros y dificultades más sobresalientes en el apoyo a la construcción de memoria histórica?</p> <p>¿En qué medida el apoyo a la construcción de memoria histórica a nivel local y nacional contribuyó a la dignificación de la población víctima?</p> <p>¿Qué tanto se ha afectado la construcción de memoria histórica en el país luego de que VISIP cesa su trabajo con CNMH?</p> <p>¿Cómo la atención y reparación integral a las víctimas ha sufrido impactos a partir del apoyo a la incorporación del enfoque diferencial?</p> |

## INSTRUMENTO #5A: ENFOQUE DIFERENCIAL

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS            | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                      | <p>¿Cómo valora el trabajo de VISP con el Subcomité Diferencial? ¿Qué dificultades existen hasta el día de hoy para la incorporación efectiva de los enfoques diferenciales en la atención y reparación integral de las víctimas?</p> <p>¿Cuáles fueron las principales contribuciones a la participación efectiva de las víctimas en el marco de la Ley 1448?</p> <p>¿En qué medida el apoyo de VISP deja capacidades instaladas para la sostenibilidad de la participación efectiva de las víctimas?</p> <p>¿Cuáles son los logros y dificultades más sobresalientes en el apoyo a la generación de capacidades de los entes territoriales para la implementación de la política pública para víctimas?</p> <p>¿Cuáles serían las prioridades de futuros apoyos de cooperación internacional en materia de enfoque diferencial?</p> |
|                         | Reparación colectiva | <p>¿Qué acciones de fortalecimiento institucional y formulación e implementación de políticas, desarrolladas en el marco de VISP, tuvieron un impacto positivo en materia de reparación colectiva?</p> <p>¿Qué desafíos se presentaron en este proceso o respecto de la implementación de dichas acciones?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## INSTRUMENTO #5B: DESCENTRALIZACIÓN

### PREGUNTAS DE ENTREVISTA

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Descentralización | <p>En su línea de fortalecimiento institucional ¿Cómo VISP aportó a la descentralización de la política pública para las víctimas?</p> <p>¿De qué manera este apoyo impactó la atención a personas víctimas en el territorio?</p> <p>¿Cuáles son las principales contribuciones de VISP al fortalecimiento técnico de las entidades territoriales y de las oficinas regionales para la implementación de la Ley de Víctimas?</p> <p>¿Cómo se incorporó en el Modelo temas estructurales en la manera como operan los gobiernos locales, por ejemplo, la alta rotación de personal atado al tema político?</p> <p>¿Como aportó VISP a los ciclos de planeación de la política pública de víctimas?</p> <p>¿Como apoyó VISP los procesos de empalme entre administraciones salientes y entrantes en materia de política pública de víctimas? (¿cuál era el rol de las Mesas de Participación como un posible contrapeso? Tema de formalizar las tareas en manual de funciones? O gestión del conocimiento de lo que ya se había hecho? Articulación con Función Pública habría sido posible?)</p> <p>¿Hubo algún trabajo de VISP con el Comité Nación Territorio o el equipo interinstitucional (por ejemplo, en el tema de corresponsabilidad)?</p> |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## INSTRUMENTO #5B: DESCENTRALIZACIÓN

### PREGUNTAS DE ENTREVISTA

¿Había alguna estrategia desde VISP sobre generar (y medir) impactos (externalidades) en municipios más allá de los municipios VISP? (por ejemplo, ¿con el apoyo a Gobernaciones, o haciendo seguimiento a cómo se replicaban herramientas en otros municipios desde UV?)

¿Qué acciones desarrollo VISP para fortalecer la cooperación interna entre dependencias de las entidades del SNARIV?

## INSTRUMENTO #6: SOSTENIBILIDAD DEL APOYO VISP

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                                                                                                                                                                  | TEMÁTICAS                                  | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions? | Capacidad técnica, fiscal y sostenibilidad | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el GoC pueda proyectar hacia el futuro los resultados de VISP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular respecto de las zonas rurales?</p> |
|                                                                                                                                                                                                                                                                                                                          | Compromiso político                        | <p>¿Cómo el compromiso político de la institucionalidad ha sido un factor relevante para garantizar la sostenibilidad de los resultados alcanzados por VISP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y el Acuerdo Final?</p>                                                                                                   |
|                                                                                                                                                                                                                                                                                                                          | Marco normativo                            | ¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas                                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                          | Participación ciudadana                    | <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p>                                       |
|                                                                                                                                                                                                                                                                                                                          | Seguimiento y monitoreo                    | <p>¿Cuál cree usted que será el papel de los procesos de monitoreo y seguimiento en la sostenibilidad de los resultados alcanzados por VISP?</p> <p>¿De qué manera VISP ha realizado seguimiento y monitoreo a sus acciones implementadas?</p>                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                          | Estrategia de salida                       | <p>¿En qué medida el programa VISP logró cumplir los End States (estados finales o estados deseados) de su estrategia de salida a lo largo de su implementación?</p> <p>¿Cómo cambió la estrategia de salida con las diferentes fases de VISP?</p>                                                                                                                         |



## INSTRUMENTO #6: SOSTENIBILIDAD DEL APOYO VISP

| PREGUNTAS DE EVALUACIÓN | TEMÁTICAS | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |           | <p>¿Qué tanto cree que las entidades han logrado apropiarse integralmente las contribuciones de VISP en su trabajo para la reparación de víctimas en Colombia?</p> <p>¿Cuáles son las brechas en la apropiación del apoyo de VISP? (no solo ahora que sale el programa, sino también durante la implementación, teniendo en cuenta el permanente cambio de personal)</p> <p>¿Se ha pensado hacer algo para “dejar” en los municipios, tipo “kits de empalme” o cómo están trabajando ustedes la entrega de cara al cierre del programa?</p> |

## INSTRUMENTO #7: PILOTOS PARA LA ESTABILIZACIÓN ECONÓMICA

| PREGUNTAS DE EVALUACIÓN                                                                                                                                                                | TEMÁTICA                                                                                          | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. What were the lessons learned and results of the VISP pilots developed to strengthen the capacity of CSOs on economic empowerment, employability, and incidence in public policies? | Fortalecimiento de capacidades productivas, dotación, capacidades organizativas y sostenibilidad. | <p>¿Cuál considera que es el diferencial más importante del modelo de intervención de los Pilotos VISP de empoderamiento económico, relativo a otros modelos que implementan otros programas o actores? (definir trabajo uno a uno, poder trabajar con organizaciones de diferentes niveles de madurez, el intercambio con Territorios de Aprendizaje, la sistematización y reflexión que se hizo)</p> <p>¿Considera que el acompañamiento técnico productivo que se dio fue suficiente? ¿Fue exitoso? ¿En qué casos sí y en qué casos no?</p> <p>¿Considera que el acompañamiento comercial que se dio fue suficiente? ¿Fue exitoso? ¿En qué casos sí y en qué casos no? (la estrategia de páginas web ¿ha tenido algún impacto? ¿Hacen seguimiento al uso de ésta?</p> <p>¿Cuáles fueron los mayores retos en la implementación de los pilotos?</p> <p>¿Consideras que los pilotos pudieran haber trabajado más de la mano con ET u otros actores (SENA, otros cooperantes, academia, otras OBC)?</p> <p>¿Qué factores externos incidieron en los resultados de los pilotos de estabilización socioeconómica? ¿Cómo afectó el COVID?</p> <p>¿Se incorporaron aspectos de enfoque de género y étnico en el acompañamiento? ¿cómo y con qué resultados?</p> <p>¿Se incorporaron aspectos ambientales en el acompañamiento? ¿cómo y con qué resultados?</p> <p>¿Qué tanto seguimiento a los cambios en el desempeño económico de las organizaciones está realizando desde VISP? ¿Tienen estimaciones de aumentos en ventas, en producción, de alianzas comerciales firmadas, etc.? ¿Cómo se formaba a las organizaciones en seguimiento? ¿este apoyo fue suficiente?</p> <p>Varias de las organizaciones no están comercializando tras el apoyo. ¿Cuáles consideran que son los mayores retos para garantizar la sostenibilidad de los resultados obtenidos?</p> |

## INSTRUMENTO #7: PILOTOS PARA LA ESTABILIZACIÓN ECONÓMICA

| PREGUNTAS DE EVALUACIÓN | TEMÁTICA                             | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                                      | <p>Considerando la naturaleza de pilotos y el ejercicio de investigación/gestión del conocimiento que se hizo alrededor de éstos ¿En qué medida considera que los resultados de los pilotos tuvieron un efecto en el desarrollo de política pública? ¿Se dieron a conocer las recomendaciones? ¿Se está implementado algo de lo recomendado?</p> <p>En retrospectiva, ¿consideras que el tema de estabilización económica debió haberse trabajado desde el inicio y de manera más central en el programa?</p> |
|                         | Mi Negocio ( <i>detail removed</i> ) | Además del apoyo a Mi Negocio y de los Pilotos VISP, ¿qué otras acciones de VISP cree que pudieron tener algún impacto en generación de ingresos para las víctimas?                                                                                                                                                                                                                                                                                                                                           |
|                         | Cierre                               | ¿En qué aspectos considera que la cooperación internacional podría continuar apoyando la estabilización económica de las víctimas? (por ejemplo, desarrollar programas específicos para víctimas, fortalecer el enfoque diferencial dentro de programas generales de generación de ingresos, apoyar a las entidades a ordenar la ruta de atención y articulación, mejorar la difusión de la oferta, etc.)                                                                                                     |

## OIM OFICINAS TERRITORIALES

### INSTRUMENTO #1: ENFOQUE-MEDIDA DE REHABILITACIÓN Y ENFOQUES DIFERENCIALES

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                | TEMÁTICA                   | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                       | Introducción               | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>To what extent have VISP-funded interventions increased access to</p> | Rehabilitación psicosocial | <p>¿Cuáles de las siguientes estrategias de rehabilitación psicosocial apoyó VISP en este territorio?: PAPSIVI, EREG, Entrelazando y Rehabilitación colectiva étnica.</p> <p>A partir de lo anterior se realizan las siguientes preguntas para cada estrategia con presencia territorial:</p> <p>¿Cuáles fueron los apoyos más estratégicos de VISP la implementación?</p> <p>¿Cuáles fueron los apoyos más estratégicos de VISP en fortalecimiento y cuidado del talento humano en esta estrategia?</p> <p>¿Qué acciones específicas apoyadas por VISP han facilitado el acceso de personas víctimas a esta estrategia?</p> <p>¿Qué desafíos enfrenta hoy la estrategia?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a esta estrategia?</p> |

## INSTRUMENTO #1: ENFOQUE-MEDIDA DE REHABILITACIÓN Y ENFOQUES DIFERENCIALES

| PREGUNTA DE EVALUACIÓN                    | TEMÁTICA              | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| physical and psychosocial rehabilitation? | Reparación colectiva  | <p>¿Apoyo VISP en su territorio acciones de reparación colectiva?</p> <p>Si la respuesta es afirmativa se realizan las siguientes preguntas:</p> <p>¿Qué acciones VISP impactaron en mayor medida los procesos de reparación colectiva en el territorio?</p> <p>¿Qué desafíos se presentaron durante la implementación de dichas acciones?</p>                                                                                                                                                                                                                                              |
|                                           | Rehabilitación física | <p>Rehabilitación física individual -contexto hospitalario</p> <p>¿Cuáles han sido los apoyos más estratégicos de VISP a la implementación de acciones para la rehabilitación física en este territorio?</p> <p>¿Qué acciones específicas apoyadas por VISP considera que facilitaron el acceso de personas víctimas a la rehabilitación física?</p> <p>¿Qué desafíos enfrentan hoy los procesos de rehabilitación física individual para personas víctimas del conflicto?</p> <p>¿Qué brechas enfrentan los diferentes perfiles poblacionales para acceder a la rehabilitación física?</p> |
|                                           | Enfoque diferencial   | <p>¿Cuáles han sido los apoyos más estratégicos de VISP a la apropiación de los enfoques diferenciales en este territorio?</p> <p>¿Qué acciones apoyó VISP con organizaciones de personas víctimas en materia de enfoque diferencial?</p> <p>¿Cómo la apropiación de los enfoques diferenciales ha impactado los procesos de atención a las personas víctimas?</p> <p>¿Cuáles son los retos para seguir incorporando la perspectiva diferencial en la atención a las personas víctimas del conflicto?</p>                                                                                   |
|                                           | Cierre                | <p>¿En qué aspectos considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?</p>                                                                                                                                                                                                                                                                                                                                                                                                                       |

## INSTRUMENTO #2: OTRAS MEDIDAS DE REPARACIÓN, PARTICIPACIÓN Y RELACIONAMIENTO INSTITUCIONAL

| PREGUNTA DE EVALUACIÓN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | TEMÁTICA                                 | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Introducción                             | Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>To what extent do VISP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?</p> <p>2. What gaps and challenges do the GOC face to sustain VISP-supported institutional strengthening and policy implementation results?</p> <p>7. What were the main results and lessons learned of the VISP institutional and technical adaptation strategy to support the Peace Accord implementation?</p> | Memoria histórica y reparación simbólica | <p>¿Cuáles han sido los apoyos más estratégicos de VISP a los procesos de reparación simbólica de las comunidades afectadas por el conflicto armado en este territorio?</p> <p>¿Cuáles han sido los apoyos más estratégicos de VISP para la construcción y difusión de la memoria histórica de manera local y regional?</p> <p>¿Cómo valora los aportes del programa VISP a la construcción de memoria histórica en este territorio?</p>                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Descentralización LV                     | <p>¿Cuáles son las principales contribuciones de VISP al fortalecimiento técnico de las entidades territoriales/oficinas regionales para la implementación de la Ley de Víctimas?</p> <p>¿De qué manera este apoyo impactó la atención a personas víctimas en el territorio?</p>                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Participación: LV, SIP y sostenibilidad. | <p>¿Cuáles han sido los apoyos más estratégicos de VISP a los procesos de participación para las víctimas en el marco de la Ley 1448 en este territorio? ¿y en el marco del SIP?</p> <p>¿Cuáles fueron los principales logros y desafíos del trabajo de VISP en materia de apoyo a la participación en el marco de la LV? ¿y en el marco del SIP?</p> <p>¿Cuál cree usted que es el impacto de la participación ciudadana en los resultados alcanzados por VISP?</p> <p>¿Cómo lograr mantener los espacios y garantías de participación logradas hasta el momento?</p> <p>¿Qué brechas en la participación de los diferentes grupos de víctimas deben ser atendidas de cara al futuro?</p> |
| 8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISP results?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Relacionamiento                          | <p>¿Cuáles fueron los actores institucionales y no-institucionales más relevantes para la implementación de las acciones del programa VISP? ¿Cómo contribuyeron?</p> <p><i>*Cerciorarse de cubrir: personas víctimas y organizaciones, cooperación internacional (incluyendo USAID), sector privado, ONGs e instituciones a nivel nacional y local.</i></p> <p>¿Cuáles fueron los principales retos y dificultades del relacionamiento entre VISP y los actores institucionales y no institucionales?</p> <p>¿Qué aprendizajes implicaron estos retos?</p>                                                                                                                                 |

|                                                                                                                                       |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. What gaps and challenges do the GOC face to sustain VISIP-supported institutional strengthening and policy implementation results? | Capacidad técnica, fiscal y marco normativo para la sostenibilidad. | <p>¿Qué capacidades técnicas y fiscales considera necesarias para que el gobierno pueda ampliar y sostener hacia el futuro los resultados de VISIP en materia de fortalecimiento institucional e implementación de políticas?</p> <p>¿Qué brechas o desafíos enfrenta el estado colombiano para alcanzar tal objetivo de sostenibilidad, en particular en zonas rurales?</p> <p>¿Cómo ha incidido el compromiso político de la institucionalidad en garantizar la sostenibilidad de los resultados alcanzados con el apoyo de VISIP?</p> <p>¿Cómo evalúa esta situación a la luz de la continuidad de la Ley de Víctimas y del Acuerdo Final?</p> <p>¿En qué medida el marco normativo actual es adecuado para la sostenibilidad de los resultados alcanzados por VISIP? Especialmente en relación con el Acuerdo Final y la Ley de Víctimas</p> |
|                                                                                                                                       | Efectos de la Pandemia COVID-19 sobre el programa                   | <p>¿Qué cambios supuso la pandemia Covid-19 en la implementación de las acciones apoyadas por VISIP en el territorio?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones apoyadas por VISIP en el territorio?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                       | Cierre                                                              | ¿En qué aspectos considera que la cooperación internacional podría continuar apoyando la implementación de la Ley de Víctimas y el acuerdo de paz en Colombia?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## HEARTLAND

| INSTRUMENTO #1                                                                |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREGUNTA DE EVALUACIÓN                                                        | TEMÁTICA     | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                               | Introducción | <p>Cuénteme un poco sobre el rol que desempeña actualmente y hace cuánto lo desempeña</p> <p>Cuénteme de manera general qué conoce sobre el programa ACOPLE de USAID y lo que se conoce como el CAM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4. What are the main strengths and weaknesses of the “Community Agent Model”? | Modelo CAM   | <p>¿Cuál cree usted que es el diferencial del modelo CAM en relación con otros modelos de atención?</p> <p>¿Cuáles fueron los principales logros de la implementación del CAM?</p> <p>¿Cuáles fueron los desafíos de la adaptación del CAM al contexto Colombiano?</p> <p>¿Qué ventajas y limitaciones implicó que los acompañamientos fueran realizados por personas víctimas del conflicto armado?</p> <p>¿Cómo se articuló el modelo con otras ofertas institucionales dirigidas a la población víctima del conflicto armado?</p> <p>¿Cómo se articuló el modelo con la oferta psicosocial de atención a población víctima?</p> <p>¿Cómo se plantea el proceso de seguimiento a las personas atendidas en el CAM?</p> |

## INSTRUMENTO #1

| PREGUNTA DE EVALUACIÓN | TEMÁTICA         | PREGUNTAS DE ENTREVISTA                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |                  | <p>¿Qué actividades de fortalecimiento y cuidado del talento humano se ejecutaron como parte del CAM?</p> <p>¿Se realizaron acciones de transferencia de conocimiento-metodología del CAM a instituciones públicas o privadas? (De acuerdo con la respuesta precisar si se efectuaron acciones de transferencia a Papsivi, EREG, y entrelazando).</p> <p>¿Cuál fue el impacto de este proceso de transferencia?</p> |
|                        | Efectos Covid-19 | <p>¿Qué cambios supuso la pandemia Covid-19 para la implementación del CAM?</p> <p>¿Qué otros factores externos implicaron retos o limitaciones para implementar las acciones del CAM?</p>                                                                                                                                                                                                                          |
|                        | Sostenibilidad   | <p>¿Qué capacidades técnicas y financieras considera necesarias para que el CAM sea sostenible?</p> <p>¿Qué aprendizajes de la implementación de CAM considera útiles para el sistema de salud colombiano? (trabajar con agentes locales apropiados a la cultura, remunerar a los agentes, modelo flexible).</p>                                                                                                    |

## 2. DIGITAL SURVEYS

### DIGITAL SURVEY TO VICTIMS' ATTENTION POINTS

#### A. Información general

Municipio del punto de atención a Víctimas: \_\_\_\_\_

Cargo de quien responde la encuesta: \_\_\_\_\_

#### B. Disponibilidad de equipos y acceso a servicios

1. ¿El punto de atención tiene los siguientes equipos y estos funcionan?

a. Computador de escritorio No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

b. Computador portátil No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

c. Teléfono fijo No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

d. Teléfono celular No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

e. Impresora No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

f. Fotocopiadora No tiene\_\_\_ Tiene, pero no funciona\_\_\_ Tiene y funciona\_\_\_

2. El punto de atención cuenta con acceso a los siguientes servicios:

a. Agua Sí \_\_\_ No\_\_\_

b. Electricidad Sí \_\_\_ No\_\_\_

c. Internet Sí \_\_\_ No\_\_\_

3. ¿El punto de atención cuenta con acceso al Sistema de Información VIVANTO? Sí \_\_\_ No\_\_\_

Si el punto de atención cuenta con acceso a VIVANTO:

3.1 ¿Para qué se usa el Sistema de Información VIVANTO? (seleccione todas las que aplican)

a. Para realizar consultas sobre la población atendida

b. Para registrar información de la población atendida

c. Para hacer reportes periódicos en el sistema sobre la población atendida

d. Otro proceso ¿cuál?

4. ¿El punto de atención hace uso regular de otros sistemas de información o registros administrativos (por ejemplo, SISBEN, listados censales indígenas, registros de programas sociales)?

Sí \_\_\_ No\_\_\_

Si la respuesta es afirmativa, escriba cuales sistemas de información usa regularmente:

\_\_\_\_\_

5. ¿El punto de atención aplica instrumentos de registro o caracterización de la población víctima atendida (por ejemplo, Entrevista única de caracterización)? Sí \_\_\_ No\_\_\_

Si la respuesta es afirmativa, indique cuales instrumentos aplica: \_\_\_\_\_

#### C. Disponibilidad de recurso humano, roles y capacidades

6. ¿Cuántas personas trabajan permanentemente en el punto de atención? \_\_\_\_\_

. Relacione el número de trabajadores reportados en la pregunta anterior en cada categoría:

Personal en cargos directivos: \_\_\_\_\_

Personal en cargos administrativos: \_\_\_\_\_

Personal para atención al público: \_\_\_\_\_

Personal de servicios generales: \_\_\_\_\_

Personal en otros cargos: \_\_\_\_\_

7. ¿El personal del punto de atención ha recibido capacitación sobre los siguientes temas?

a. Ley de víctimas Sí \_\_\_ No\_\_\_

En caso de que si

¿Qué entidad brindó la capacitación? \_\_\_\_\_ y ¿en qué año? \_\_\_\_\_

b. Enfoque diferencial (mujer, étnico, discapacidad, otros) Sí \_\_\_ No\_\_\_

En caso de que si ¿Qué entidad brindó la capacitación? \_\_\_\_\_ y ¿en qué año? \_\_\_\_\_

c. Atención al público Sí \_\_\_ No\_\_\_

En caso de que si ¿Qué entidad brindó la capacitación? \_\_\_\_\_ y ¿en qué año? \_\_\_\_\_

d. Autocuidado Sí \_\_\_ No\_\_\_

En caso de que si ¿Qué entidad brindó la capacitación? \_\_\_\_\_ y ¿en qué año? \_\_\_\_\_



e. Otro ¿cuál? \_\_\_\_\_

D. Apoyos por parte de VISP

8. ¿Conoce el programa de Fortalecimiento Institucional para las Víctimas del Conflicto Armado (VISP) de USAID implementado por OIM? Sí \_\_\_ No\_\_\_

LAS PREGUNTAS 9 A 12 SE APLICAN SOLO A MUNICIPIOS VISP, Y SOLO EN LOS FORMULARIOS DONDE DIGAN QUE SÍ LO CONOCEN.

9. ¿Este punto de atención fue objeto de mejoras locativas con recursos VISP a través de OIM?

Sí \_\_\_ No\_\_\_

10. ¿Este punto de atención recibió equipamiento con recursos VISP a través de OIM?

Sí \_\_\_ No\_\_\_

11. ¿El personal del punto de atención recibió entrenamiento o formación con recursos VISP a través de OIM?

Sí \_\_\_ No\_\_\_

E. Percepción de intervenciones VISP y necesidades de apoyo

12. En una escala de 1 a 5, siendo 1 “Nada importante” y 5 “muy importante”, ¿qué tan importante cree que ha sido el apoyo de VISP-OIM para su IPS?

a. Mejoras locativas 1 \_\_\_ 2\_\_\_ 3\_\_\_ 4\_\_\_ 5\_\_\_ No aplica\_\_\_

b. Equipamiento 1 \_\_\_ 2\_\_\_ 3\_\_\_ 4\_\_\_ 5\_\_\_ No aplica\_\_\_

c. Formación del talento humano 1 \_\_\_ 2\_\_\_ 3\_\_\_ 4\_\_\_ 5\_\_\_ No aplica\_\_\_

13. Seleccione de estas 4 necesidades de apoyo que tiene la IPS en relación con la prestación de los servicios de rehabilitación, las 2 necesidades más importantes.

(Para puntos de atención en ambos tipos de municipio)

a. Contratación de profesionales

b. Mejoras locativas

c. Equipamiento de los servicios

d. Formación al talento humano

e. Otra ¿cuál? \_\_\_\_\_,

## DIGITAL SURVEY TO HEALTH FACILITIES

### a. Información general

Nombre de la IPS: \_\_\_\_\_

Municipio de la IPS: \_\_\_\_\_

Cargo de quien responde la encuesta: \_\_\_\_\_

### b. Servicios de rehabilitación física ofrecidos por la IPS

I. ¿Actualmente la IPS brinda los siguientes servicios para la rehabilitación física?

a. Fisioterapia

Sí \_\_\_ No\_\_\_

b. Terapia ocupacional

Sí \_\_\_ No\_\_\_

c. Terapia del lenguaje -fonoaudiología

Sí \_\_\_ No\_\_\_

d. Medicina física

Sí \_\_\_ No\_\_\_

e. Otro ¿cuál? \_\_\_\_\_

I.I Si una o más de las respuestas anteriores es afirmativa: Señale en qué nivel de complejidad presta los servicios para la rehabilitación física

| Nivel de complejidad donde se presta Servicio | Alta | Mediana | Baja | No lo presta |
|-----------------------------------------------|------|---------|------|--------------|
| Fisioterapia                                  |      |         |      |              |
| Terapia ocupacional                           |      |         |      |              |
| c. Terapia del lenguaje -fonoaudiología       |      |         |      |              |
| d. Medicina física                            |      |         |      |              |
| e. Otro                                       |      |         |      |              |

2. Si la IPS no brinda servicios de rehabilitación física actualmente, precise la razón:

- a. No cuenta con los servicios habilitados
- b. No cuenta con los profesionales contratados
- c. No cuenta con los servicios contratados con ninguna EPS
- f. Otra ¿cuál? \_\_\_\_\_

Si la IPS brinda actualmente servicios de rehabilitación:

3. De los 7 días de la semana, ¿cuántos días ofrece esta IPS servicios de rehabilitación física? (Escriba el número)

- a. Fisioterapia \_
- b. Terapia ocupacional \_
- c. Terapia del lenguaje -fonoaudiología \_
- d. Medicina física \_
- e. Otro \_\_\_\_\_

c. Identificación de las víctimas del conflicto armado

6. ¿La IPS utiliza actualmente un mecanismo para identificar a las personas víctimas del conflicto armado que acceden a los servicios de rehabilitación?

- a. Si, a través de la consulta del Registro Único de Víctimas-RUV
- b. Si, a través de derivaciones o consultas con otras instituciones.
- c. No.

Si la respuesta anterior es a ó b

6. ¿Cuenta la IPS con información de registros consolidados sobre las personas víctimas del conflicto armado atendidas en sus servicios de rehabilitación?

Sí \_\_\_ No\_\_\_

d. Incorporación del enfoque diferencial

7. ¿La IPS actualmente cuenta con mecanismos para implementar los siguientes enfoques diferenciales en los procesos de rehabilitación física que brinda?

a. Enfoque de género Sí \_\_\_ No\_\_\_

b. Enfoque de NNA Sí \_\_\_ No\_\_\_

c. Enfoque étnico Sí \_\_\_ No\_\_\_

d. Enfoque psicosocial Sí \_\_\_ No\_\_\_

f. Otra ¿cuál? \_\_\_\_\_

8. ¿La IPS brinda actualmente servicios de rehabilitación diferenciales para personas víctimas de violencia sexual en el marco del conflicto armado?

Sí \_\_\_ No\_\_\_

9. ¿Los servicios de rehabilitación física que brinda su IPS actualmente se articulan con los servicios de rehabilitación psicosocial dirigidos a la población víctima del conflicto armado?

a. Si, a través de derivación de casos con la UARIV (estrategia EREG, entrelazando)

b. Si, a través de derivación de casos desde y hacia el PAPSIVI.

c. No, no se articulan.

e. Apoyos recibidos por parte de VISP

10. ¿Conoce el programa de Fortalecimiento Institucional para las Víctimas del Conflicto Armado (VISP) de USAID implementado por OIM?

Sí \_\_\_ No\_\_\_

11. ¿La IPS recibió apoyo para mejoras locativas con recursos del programa de Fortalecimiento institucional para las víctimas del conflicto armado -VISP a través de OIM en estos aspectos?

b. Para prestar servicios de rehabilitación física de baja complejidad

Sí \_\_\_ No\_\_\_

b. Para prestar servicios de rehabilitación física de mediana complejidad

Sí \_\_\_ No\_\_\_

c. Para prestar servicios de rehabilitación física de alta complejidad

Sí \_\_\_ No\_\_\_

d. No recibió apoyo con mejoras locativas

Sí \_\_\_ No\_\_\_

12. La IPS recibió apoyo en equipamiento (por ejemplo: balones, bandas elásticas, manijas, rampas, aros, bastones, sillas, mesas, etc.) con recursos del programa de Fortalecimiento institucional para las víctimas del conflicto armado -VISP a través de OIM para:

a. Prestar servicios de rehabilitación física de baja complejidad

Sí \_\_\_ No\_\_\_

b. Prestar servicios de rehabilitación física de mediana complejidad

Sí \_\_\_ No\_\_\_

c. Para prestar servicios de rehabilitación física de alta complejidad

Sí \_\_\_ No\_\_\_ d. No recibió equipamiento

Sí \_\_\_ No\_\_\_

13. ¿La IPS recibió apoyo por parte de OIM-VISP para cada uno de estos aspectos?:

a. Fortalecer el mercadeo de los servicios de rehabilitación con EPS

Sí \_\_\_ No\_\_\_

b. Fortalecer el mercadeo de los servicios de rehabilitación con Secretaría de Salud

Sí \_\_\_ No\_\_\_

c. Formar al talento humano que presta servicios de rehabilitación.

Sí \_\_\_ No\_\_\_

d. Dar a conocer o comunicar la existencia de los servicios de rehabilitación con la población general.

Sí \_\_\_ No\_\_\_

e. Dar a conocer o comunicar la existencia de los servicios de rehabilitación con la población víctima del conflicto armado.

Sí \_\_\_ No\_\_\_

f. Otra ¿cuál? \_\_\_\_\_

f. Percepción de intervenciones VISP y necesidades de apoyo

14. En una escala de 1 a 5, siendo 1 “Nada importante” y 5 “muy importante”, ¿qué tan importante cree que ha sido el apoyo de VISP-OIM para su IPS?

- a. Contratación de profesionales I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- b. Mejoras locativas I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- c. Equipamiento de los servicios I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- d. Formación al talento humano I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- e. Fortalecimiento de rutas de atención en salud para el acceso a la rehabilitación física (procesos de referencia y contra referencia entre IPS) I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- g. Mercadeo de los servicios de rehabilitación física con EPS y Secretarías de Salud I \_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ No aplica\_\_
- h. Otra ¿cuál? \_\_\_\_\_,

15. Seleccione de estas 5 necesidades de apoyo que tiene la IPS en relación con la prestación de los servicios de rehabilitación, las 3 necesidades más importantes.

- a. Habilitación de los servicios de rehabilitación
- b. Contratación de profesionales
- c. Mejoras locativas
- d. Equipamiento de los servicios
- e. Formación al talento humano
- f. Fortalecimiento de rutas de atención en salud para el acceso a la rehabilitación (procesos de referencia y contra referencia entre IPS)
- g. Mercadeo de los servicios de rehabilitación con EPS y Secretarías de Salud
- h. Otra ¿cuál? \_\_\_\_\_,

## ANNEX F - SOURCES OF INFORMATION

In this annex we list i) the documents revised as secondary qualitative data, ii) the interviews carried out, iii) the secondary data sources used for the quantitative analysis, and iv) the victim's attention point and municipality health centers interviewed through the digital surveys.

### I. DOCUMENTS REVIEWED AS SECONDARY QUALITATIVE DATA

**TABLE 45. LIST OF DOCUMENTS REVIEWED**

|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| Resumen ejecutivo PAPSIVI                                                                                            |
| Evaluación del conocimiento y actitudes de la población y víctima en temas de rehabilitación en salud, informe final |
| Manejo del trauma desde lo psicosocial                                                                               |
| Harvard - evaluación medidas reparaciones integrales                                                                 |
| Mapeo de la oferta psicosocial                                                                                       |
| Consultoría OIM-DNP; Estándares para las actuaciones psicosociales                                                   |
| WP year 1 (2012-2013)                                                                                                |
| WP year 2 (oct 13-sept 14)                                                                                           |
| WP year 3 (oct 14- sept 15)                                                                                          |
| WP year 4 (oct 15- apr 16)                                                                                           |
| WP year 4B (apr 16- oct 16)                                                                                          |
| WP year 5 (oct 16- sept 17)                                                                                          |
| WP year 6 (oct 2017-sept 2018)                                                                                       |
| WP year 7 (oct 2018-sept 2019)                                                                                       |
| WP year 8 (oct 19-abr 20)                                                                                            |
| WP year 9 (oct 20 - sept 21)                                                                                         |
| Matriz estrategia VISP 2017-2020                                                                                     |
| Balance 2017 VISP                                                                                                    |
| AMELP                                                                                                                |
| PIRS (performance indicator reference sheet)                                                                         |
| Q1 a Q4 año 1                                                                                                        |
| Q1 a Q4 año 2                                                                                                        |
| Q1 a Q4 año 3                                                                                                        |
| Q1 a Q4 año 4                                                                                                        |

**TABLE 45. LIST OF DOCUMENTS REVIEWED**

Q1 a Q4 año 5

Q1 a Q4 año 6

Q1 a Q4 año 7

Q1 a Q4 año 8

Q1 a Q4 año 9

Q1 a Q4 año 10

Informe total de percepción sobre la Estrategia de Recuperación Emocional a Nivel Grupal de la Unidad de Víctimas

Evaluación PAPSIVI informe final

Evaluación de impacto a la medida de rehabilitación colectiva de la unidad para las víctimas

Strengthening functional rehabilitation services

Noviembre 2016 - servicios de rehabilitación

Informe final - Fase II servicios de rehabilitación 2021

Último informe de la Procuraduría sobre la implementación de la Ley

Último informe de la Defensoría sobre implementación de la Ley

Informe Defensoría sobre generación ingresos

Informe al avance de política de Gobierno (Oferta de programa de acompañamiento de inversión de indemnización y generación de ingresos 2012-2018)

CONPES 3616 de 2009 generación ingresos

Informes de seguimiento a CONPES 3726

Recomendaciones de la Corte Constitucional

CONPES 4031 de 2021 política integral de víctimas

Plan Nacional de Generación de Ingresos

Ley de Emprendimiento

Metodología ARCO

ACOPLE final ev

Artículo ACOPLE cualitativo

COPLE el corazón de una experiencia comunitaria

Aranguren y Rubio

Buenas prácticas acompañamiento indígenas



**TABLE 45. LIST OF DOCUMENTS REVIEWED**

Fandino et al 2016

Fandino et al 2017

Fandino et al 2017 narrative community

Final report activities (reporte formacion agentes comunitarios)

Protocolo grupal completo

Protocolo individual I 7052020

Dx necesidades plan de estudios

M&amp;E Plan ACOPLÉ for USAID

Annex I -ACOPLE CE matriz

ACOPLE sostenible dic 18 clean

Organigrama VISP 2021

Informe final apoyo Mi Negocio

Sistematización OIM 2020

Reporte final encuesta percepción 2021

Partes pertinentes resúmenes ejecutivos de 8 informes de la comisión de seguimiento a la implementación de la ley

Planes de fortalecimiento de 3 municipios

Revisar informes de resultados de los mismos 3 planes de fortalecimiento

PPT resumen fases I a 7

Strengthening functional rehab services 2016 PDF

Strengthening functional rehab services informe final fase II 2021 PDF

Informe metodológico eval PAPSIVI

Revision de sistematizacion de lecciones aprendidas por fase

Revision de matriz de actividades y producto por fase

Archivo producto documento de recomendación para incorporación enfoque diferencial PDT y PAT

Ficha programa I024; I180; I168

- Third report to congress on the state of progress of the implementation of the peace agreement
- Tenth verification report of the implementation of the Final Agreement of Peace in Colombia (CINEP / PPP-CERAC)
- Five years of implementation of the Final Agreement in Colombia: achievements, challenges, and opportunities for increase deployment levels (Kroc Institute and University of Notre Dame)

**TABLE 45. LIST OF DOCUMENTS REVIEWED**

|                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------|
| Balance de la PP víctimas 2020                                                                                            |
| Documento final sistematización IR2                                                                                       |
| Reporte final evaluación IPA                                                                                              |
| Documento diseño e implementación de acciones para fortalecer estrategias estabilización socioeconómica y empleo víctimas |
| Documento ley de víctimas y su derecho a estabilización socio- económica                                                  |
| Documento Hallazgos y recomendaciones PP estabilización socio económica y empleo rural víctimas                           |
| Doc final gestión del conocimiento                                                                                        |
| <b>DOCUMENTO CONCEPTUAL DEL MODELO DE INCLUSIÓN LABORAL CON ENFOQUE DE CIERRE DE BRECHAS</b>                              |
| Atención diferencial para víctimas del conflicto armado interno – Ruta de empleabilidad                                   |
| Informe narrativo final para la Unidad Administrativa Especial del Servicio Público de Empleo (UASPE)                     |
| parte de GI del último informe procuraduría LV                                                                            |
| parte del CONPES 2078 de 2021 sobre línea generación ingresos                                                             |
| Informe final de análisis EREG 2021                                                                                       |
| Sistematización pilotaje estrategia comunitaria rehabilitación                                                            |
| Pilotaje certificación discapacidad                                                                                       |
| Informe consolidado OIM EREG                                                                                              |

**LIST OF INTERVIEWS CARRIED OUT****TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| # | ORGANIZACIÓN              | ROLE OF INTERVIEWEE                   | NAME OF INTERVIEWEE | DATE       |
|---|---------------------------|---------------------------------------|---------------------|------------|
| 1 | CNMH                      | Coordinadora Cooperación              | (name redacted)     | 03/03/2022 |
| 2 | organización Pilotos VISP | Representante legal y asociada        | (name redacted)     | 01/03/22   |
| 3 | ART                       | Enlace                                | (name redacted)     | 01/03/22   |
| 4 | Enlace municipal          | Coordinador centro atención           | (name redacted)     | 02/03/22   |
| 5 | Personería                | Personera municipal                   | (name redacted)     | 01/03/2022 |
| 6 | Población víctima         | Representantes de comunidades étnicas | (name redacted)     | 01/03/2022 |
| 7 | OIM                       | Coordinación regional OIM Caquetá     | (name redacted)     | 02/03/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #  | ORGANIZACIÓN                                                                   | ROLE OF INTERVIEWEE                                                                                                                                                                   | NAME OF INTERVIEWEE | DATE       |
|----|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------|
| 8  | Mesa de Víctimas de Florencia                                                  | Representantes de mesa de víctimas                                                                                                                                                    | (name redacted)     | 03/03/2022 |
| 9  | UARIV                                                                          | Profesional de Nación Territorio                                                                                                                                                      | (name redacted)     | 01/03/2022 |
| 10 | UARIV                                                                          | Profesionales de Participación y Asuntos Étnicos                                                                                                                                      | (name redacted)     | 02/03/2022 |
| 11 | Alcaldía Montañita                                                             | Enlace de víctimas                                                                                                                                                                    | (name redacted)     | 03/03/2022 |
| 12 | Alcaldía Montañita                                                             | Alcalde                                                                                                                                                                               | (name redacted)     | 03/03/2022 |
| 13 | Mesa de Víctimas de Montañita                                                  | Ex coordinadora de la mesa de víctimas                                                                                                                                                | (name redacted)     | 03/03/2022 |
| 14 | Defensoría del Pueblo                                                          | Asesor del Despacho del Defensor del Pueblo                                                                                                                                           | (name redacted)     | 28/02/2022 |
| 15 | OIM                                                                            | Coordinación regional OIM Caquetá                                                                                                                                                     | (name redacted)     | 01/03/2022 |
| 16 | Defensoría del Pueblo                                                          | 1. Defensora Comunitaria - Defensoría del pueblo regional Caquetá<br>2. Profesional Especializado - Defensoría del Pueblo Regional Caquetá<br>3. Defensor del Pueblo Regional Caquetá | (name redacted)     | 01/03/2022 |
| 17 | Hospital Departamental María Inmaculada                                        | 1. Fisioterapeuta<br>2. Directora operativa servicios ambulatorios                                                                                                                    | (name redacted)     | 02/03/2022 |
| 18 | PAPSIVI                                                                        | Promotoras psicosociales PAPSIVI                                                                                                                                                      | (name redacted)     | 02/03/2022 |
| 19 | PAPSIVI                                                                        | Beneficiarias PAPSIVI                                                                                                                                                                 | (name redacted)     | 03/03/2022 |
| 20 | Centro de salud La Montañita (Adscrito al Htal Departamental María Inmaculada) | 1.Coordinador Centro de salud<br>2.Fisioterapeuta<br>3.Piscóloga                                                                                                                      | (name redacted)     | 03/03/2022 |
| 21 | OIM local                                                                      | Coordinación regional OIM Cauca                                                                                                                                                       | (name redacted)     | 08/03/2022 |
| 22 | PAPSIVI                                                                        | Promotora psicosocial PAPSIVI                                                                                                                                                         | (name redacted)     | 08/03/2022 |
| 23 | Alcaldía Popayán                                                               | Ex-secretario de gobierno Gobernación y Ex-secretario de gobierno Popayán                                                                                                             | (name redacted)     | 08/03/2022 |
| 24 | Sujeto de reparación colectiva: Vereda La Rejoja                               | Integrantes del comité de impulso del sujeto de reparación colectiva                                                                                                                  | (name redacted)     | 09/03/2022 |
| 25 | Asociación ASOMESC                                                             | 1. Representante legal<br>2. Asociada                                                                                                                                                 | (name redacted)     | 09/03/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #  | ORGANIZACIÓN                       | ROLE OF INTERVIEWEE                                     | NAME OF INTERVIEWEE | DATE       |
|----|------------------------------------|---------------------------------------------------------|---------------------|------------|
| 26 | Ministerio del Interior            | Coordinadora Programa Protección Líderesas y Defensoras | (name redacted)     | 09/03/2022 |
| 27 | UARIV                              | Coordinadora Cooperación Internacional                  | (name redacted)     | 10/03/2022 |
| 28 | Autoridades étnicas                | Autoridades étnicas departamentales                     | (name redacted)     | 08/03/2022 |
| 29 | Gobernación Cauca                  | Dirección cooperación internacional                     | (name redacted)     | 08/03/2022 |
| 30 | OIM                                | Coordinadora regional OIM                               | (name redacted)     | 09/03/2022 |
| 31 | UARIV                              | Funcionarios UARIV DT Cauca                             | (name redacted)     | 09/03/2022 |
| 32 | ART                                | Funcionaria ART - Pilar 8                               | (name redacted)     | 09/03/2022 |
| 33 | Defensoría del Pueblo              | Funcionarios defensoría regional                        | (name redacted)     | 09/03/2022 |
| 34 | Mesa de Víctimas Popayán           | Representantes de mesa de víctimas                      | (name redacted)     | 09/03/2022 |
| 35 | Comisaría de Familia de Caldon     | Comisaria de familia                                    | (name redacted)     | 10/03/2022 |
| 36 | Mesa de Víctimas Caldon            | Representantes de mesa de víctimas                      | (name redacted)     | 10/03/2022 |
| 37 | Personería de Caldon               | Personero de Caldon                                     | (name redacted)     | 10/03/2022 |
| 38 | Ministerio de Agricultura          |                                                         | (name redacted)     | 11/03/2022 |
| 39 | Departamento de Prosperidad Social |                                                         | (name redacted)     | 09/02/2022 |
| 40 | UARIV                              | Funcionarios UARIV DT Cauca                             | (name redacted)     | 10/03/2022 |
| 41 | ESE Salud Popayán                  | Coordinador de punto                                    | (name redacted)     | 10/03/2022 |
| 42 | Ministerio del Interior            | Coordinadora Programa Prevención DDH                    | (name redacted)     | 14/03/2022 |
| 43 | Alcaldía de Caldon                 | Enlace de víctimas                                      | (name redacted)     | 10/03/2022 |
| 44 | ESE Salud Popayán                  | Fisioterapeuta, centro de rehabilitación                | (name redacted)     | 10/03/2022 |
| 45 | JEP                                | Profesional Especializada Cooperación                   | (name redacted)     | 15/03/2022 |
| 46 | OIM Nacional                       | Especialista en Rehabilitación Física                   | (name redacted)     | 17/03/2022 |
| 47 | OIM local                          | Coordinadora y especialistas                            | (name redacted)     | 16/03/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #  | ORGANIZACIÓN                                     | ROLE OF INTERVIEWEE                                                                                      | NAME OF INTERVIEWEE | DATE       |
|----|--------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------|------------|
| 48 | Alcaldía (Museo casa de la memoria)              | Asesora Casa de la memoria                                                                               | (name redacted)     | 16/03/2022 |
| 49 | Promotor PAPSIVI                                 | Promotor                                                                                                 | (name redacted)     | 16/03/2022 |
| 50 | EREG                                             | Beneficiarias ereg                                                                                       | (name redacted)     | 17/03/2022 |
| 51 | ART                                              | Coordinador Pilar 8                                                                                      | (name redacted)     | 17/03/2022 |
| 52 | Asociación Asproquema                            | Representante legal                                                                                      | (name redacted)     | 18/03/2022 |
| 53 | UARIV                                            | Subdirectora                                                                                             | (name redacted)     | 18/03/2022 |
| 54 | Gobernación de Antioquia                         | Directora                                                                                                | (name redacted)     | 16/03/2022 |
| 55 | UARIV                                            | Profesionales Especializados en Atención Psicosocial                                                     | (name redacted)     | 16/03/2022 |
| 56 | UARIV                                            | Profesionales Especializadas en Retornos, Rep Colectiva, Participación, Psicosocial y Coop Internacional | (name redacted)     | 16/03/2022 |
| 57 | CEV Regional                                     | Profesional especializada en Diálogo Social                                                              | (name redacted)     | 17/03/2022 |
| 58 | Mesa de Participación de Medellín y de Antioquia | Coordinadora Mesa de Participación de Víctimas                                                           | (name redacted)     | 17/03/2022 |
| 59 | UARIV                                            | Profesionales especializados en Registro y Participación                                                 | (name redacted)     | 17/03/2022 |
| 60 | Alcaldía Dabeiba                                 | Enlace para las víctimas                                                                                 | (name redacted)     | 19/03/2022 |
| 61 | Hospital Nuestra señora del Perpetuo Socorro     | Subdirectora asistencial.                                                                                | (name redacted)     | 18/03/2022 |
| 62 | Mesa de Víctimas de Dabeiba                      | Integrante de la mesa                                                                                    | (name redacted)     | 18/03/2022 |
| 63 | Personeria Municipal Dabeiba                     | Personero                                                                                                | (name redacted)     | 21/03/2022 |
| 64 | Alcaldía Municipal Dabeiba                       | Ex Secretario de Gobierno                                                                                | (name redacted)     | 21/03/2022 |
| 65 | DNP                                              | Profesional Coordinación Equipo Víctima                                                                  | (name redacted)     | 24/03/2022 |
| 66 | Alcaldía Quibdó                                  | Enlace de cooperación internacional                                                                      | (name redacted)     | 23/03/2022 |
| 67 | Hospital Ismael Roldán                           | 1. Gerente<br>2. Trabajadora social<br>3. Fisioterapeuta                                                 | (name redacted)     | 23/03/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #  | ORGANIZACIÓN                    | ROLE OF INTERVIEWEE                                                                                                                                              | NAME OF INTERVIEWEE | DATE       |
|----|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------|
| 68 | Mesa de participación de Quibdó | 1. Miembro mesa municipal de participación<br>2. Coordinador mesa municipal de participación                                                                     | (name redacted)     | 23/03/2022 |
| 69 | OIM                             | Coordinador territorial Chocó                                                                                                                                    | (name redacted)     | 23/03/2022 |
| 70 | HEARTALLIANCE - ACOPLE          | Agentes comunitarios estrategia ACOPLE                                                                                                                           | (name redacted)     | 24/03/2022 |
| 71 | ART                             | 1. Asesora PDT Región Chocó<br>2. Sectorialista del pilar de reconciliación convivencia y construcción de paz                                                    | (name redacted)     | 24/03/2022 |
| 72 | HEARTALLIANCE - ACOPLE          | 1. Coordinadora ACOPLE<br>2. Psicólogo ACOPLE                                                                                                                    | (name redacted)     | 24/03/2022 |
| 73 | OIM                             | Coordinador territorial Chocó                                                                                                                                    | (name redacted)     | 24/03/2022 |
| 74 | Autoridades étnicas Bojayá      | 1. Líder comunitario de reparación colectiva - comunidad Mojuyó<br>2. Líder comunitario Resguardo alto río Bojayá                                                | (name redacted)     | 25/03/2022 |
| 75 | UARIV                           | 1. Registro y gestión de la información<br>2. Inversiones adecuadas - reparación individual<br>3. Nación-territorio<br>4. Profesional cooperación internacional. | (name redacted)     | 25/03/2022 |
| 76 | Ministerio del Interior         | Ex Coordinador del Grupo de Articulación Interna para la Política de Víctimas del Conflicto Armado                                                               | (name redacted)     | 25/03/2022 |
| 77 | Defensoría                      | Asesor derechos humanos                                                                                                                                          | (name redacted)     | 22/03/2022 |
| 78 | Corpocho                        | asociados                                                                                                                                                        | (name redacted)     | 22/03/2022 |
| 79 | Alcaldía                        | Enlace Víctimas                                                                                                                                                  | (name redacted)     | 22/03/2022 |
| 80 | Alcaldía                        | Enlace Víctimas                                                                                                                                                  | (name redacted)     | 23/03/2022 |
| 81 | Alcaldía                        | Ex Secretario de Gobierno                                                                                                                                        | (name redacted)     | 23/03/2022 |
| 82 | OIM                             | Coordinador territorial Vigía del Fuerte                                                                                                                         | (name redacted)     | 23/03/2022 |
| 83 | Centro Salud Vigía              | Director centro salud                                                                                                                                            | (name redacted)     | 24/03/2022 |
| 84 | OIM                             | Coordinador territorial Vigía del Fuerte                                                                                                                         | (name redacted)     | 24/03/2022 |
| 85 | Mesa Víctimas Vigía             | Presidente y miembro mesa                                                                                                                                        | (name redacted)     | 24/03/2022 |
| 86 | Mesa Víctimas Vigía             | Presidente y miembro mesa                                                                                                                                        | (name redacted)     | 24/03/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #   | ORGANIZACIÓN                                          | ROLE OF INTERVIEWEE                                                                                                    | NAME OF INTERVIEWEE | DATE       |
|-----|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------|------------|
| 87  | Promotores PAPSIVI                                    | Promotores PAPSIVI                                                                                                     | (name redacted)     | 24/03/2022 |
| 88  | UARIV                                                 | Asesoras UARIV                                                                                                         | (name redacted)     | 25/03/2022 |
| 89  | CEV                                                   | Coordinadora enfoque psicosocial                                                                                       | (name redacted)     | 29/03/2022 |
| 90  | Ministerio de Salud y Protección social               | Coordinadora grupo de asitencia y reparación a población víctima                                                       | (name redacted)     | 29/03/2022 |
| 91  | Ministerio de Salud y Protección social               | 1. Coordinadora grupo de asitencia y reparación a población víctima<br>2.Coordinadora grupo de gestión en discapacidad | (name redacted)     | 29/03/2022 |
| 92  | Insituto CISALVA                                      | Investigador y coordinador de ACOPLÉ desde el Instituto CISALVA                                                        | (name redacted)     | 30/03/2022 |
| 93  | HEARTALLIANCE                                         | Director país                                                                                                          | (name redacted)     | 31/03/2022 |
| 94  | Alcaldía Pasto                                        | Ex Enlace de víctimas                                                                                                  | (name redacted)     | 29/03/2022 |
| 95  | Gobernación                                           | Ex Enlace de víctimas                                                                                                  | (name redacted)     | 29/03/2022 |
| 96  | Gobernación                                           | Ex Enlace de víctimas                                                                                                  | (name redacted)     | 29/03/2022 |
| 97  | Promotores PAPSIVI                                    | Ex Promotor psicosocial PAPSIVI                                                                                        | (name redacted)     | 29/03/2022 |
| 98  | Alcaldía Pasto                                        | Coordinadora atención a víctimas Alcaldía                                                                              | (name redacted)     | 30/03/2022 |
| 99  | OIM                                                   | Coordinador territorial OIM Nariño                                                                                     | (name redacted)     | 30/03/2022 |
| 100 | Asociación Agrícola San Francisco de Cruz de Amarillo | Representante legal / Secretaria                                                                                       | (name redacted)     | 30/03/2022 |
| 101 | Promotores PAPSIVI                                    | Ex Promotora psicosocial PAPSIVI                                                                                       | (name redacted)     | 30/03/2022 |
| 102 | Gobernación Córdoba                                   | Secretario de Interior                                                                                                 | (name redacted)     | 30/03/2022 |
| 103 | UARIV Córdoba                                         | Funcionarios UARIV                                                                                                     | (name redacted)     | 30/03/2022 |
| 104 | Alcaldía Montería                                     | Director Centro de Atención Regional                                                                                   | (name redacted)     | 31/03/2022 |
| 105 | Defensoría del Pueblo                                 | Dupla psicosocial                                                                                                      | (name redacted)     | 31/03/2022 |
| 106 | Hospital                                              | Coordinadora rehabilitación y coordinadora calidad                                                                     | (name redacted)     | 31/03/2022 |
| 107 | OIM                                                   | Coordinadora VISP y consultor                                                                                          | (name redacted)     | 31/03/2022 |
| 108 | Mesa Departamental                                    | Miembros mesa de víctimas                                                                                              | (name redacted)     | 31/03/2022 |
| 109 | Alcaldía Tierralta                                    | Enlace de Víctimas                                                                                                     | (name redacted)     | 01/04/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #    | ORGANIZACIÓN                                | ROLE OF INTERVIEWEE                                               | NAME OF INTERVIEWEE | DATE       |
|------|---------------------------------------------|-------------------------------------------------------------------|---------------------|------------|
| I 10 | Mesa Municipal                              | Miembros mesa de víctimas                                         | (name redacted)     | 01/04/2022 |
| I 11 | Personería Municipal                        | Antigua personera municipal                                       | (name redacted)     | 01/04/2022 |
| I 12 | Corregimiento la Bonita                     | Beneficiario apoyo retorno                                        | (name redacted)     | 01/04/2022 |
| I 13 | Promotores PAPSIVI                          | Promotores PAPSIVI                                                | (name redacted)     | 30/03/2022 |
| I 14 | OIM                                         | Coordinadora regional OIM Córdoba                                 | (name redacted)     | 30/03/2022 |
| I 15 | Beneficiarios de rehabilitación física      | Beneficiarios de rehabilitación física                            | (name redacted)     | 31/03/2022 |
| I 16 | ART                                         | Coordinación regional ART Córdoba                                 | (name redacted)     | 31/03/2022 |
| I 17 | UARIV                                       | UARIV Dirección Territorial Córdoba                               | (name redacted)     | 31/03/2022 |
| I 18 | Pilotos Generación de Ingresos              | Representantes ARPASINU                                           | (name redacted)     | 01/04/2022 |
| I 19 | Hospital San José, Tierralta                | Ex-coordinador hospital San José en Tierralta                     | (name redacted)     | 01/04/2022 |
| I 20 | Alcaldía Tierralta                          | Secretario de gobierno y ex-enlace para las víctimas en Tierralta | (name redacted)     | 01/04/2022 |
| I 21 | Mesa Municipal de Participación de Víctimas | Representantes Población LGTBI                                    | (name redacted)     | 29/03/2022 |
| I 22 | Defensoría regional                         |                                                                   |                     | 29/03/2022 |
| I 23 | Defensoría regional                         |                                                                   |                     | 30/03/2022 |
| I 24 | Mesa Municipal                              |                                                                   |                     | 30/03/2022 |
| I 25 | Personería                                  |                                                                   |                     | 30/03/2022 |
| I 26 | UARIV                                       |                                                                   |                     | 30/03/2022 |
| I 27 | OIM                                         | Coordinadora R4: Enfoque diferencial                              | (name redacted)     | 06/04/2022 |
| I 28 | OIM Nacional                                | Especialista en Rehabilitación psicosocial                        | (name redacted)     | 06/04/2022 |
| I 29 | UARIV                                       | Coordinadora equipo psicosocial                                   | (name redacted)     | 06/04/2022 |
| I 30 | OIM                                         | Coordinadora R3 y R5                                              | (name redacted)     | 06/04/2022 |
| I 31 | OIM                                         | Coordinador Programa VISP                                         | (name redacted)     | 06/04/2022 |



**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #   | ORGANIZACIÓN                            | ROLE OF INTERVIEWEE                                                                | NAME OF INTERVIEWEE | DATE       |
|-----|-----------------------------------------|------------------------------------------------------------------------------------|---------------------|------------|
| 132 | OIM                                     | Especialista en sistemas de información                                            | (name redacted)     | 06/04/2022 |
| 133 | ART                                     | Coordinación Pilar 6 “Reactivación económica”                                      | (name redacted)     | 31/03/2022 |
| 134 | OIM                                     | Especialista en fortalecimiento institucional                                      | (name redacted)     | 06/04/2022 |
| 135 | ART                                     | Coordinador Pilar 8                                                                | (name redacted)     | 04/04/2022 |
| 136 | ART                                     | Equipo de Cooperación Internacional                                                | (name redacted)     | 31/03/2022 |
| 137 | OIM                                     | Coordinadora Adjunta Operativa                                                     | (name redacted)     | 05/04/2022 |
| 138 | OIM                                     | Coordinador Adjunto Técnico                                                        | (name redacted)     | 06/04/2022 |
| 139 | OIM                                     | Especialista Senior Fortalecimiento Institucional                                  | (name redacted)     | 07/04/2022 |
| 140 | OIM                                     | Especialista Senior Fortalecimiento Institucional                                  | (name redacted)     | 07/04/2022 |
| 141 | OIM                                     | Especialista Fortalecimiento Institucional                                         | (name redacted)     | 08/04/2022 |
| 142 | Instituto CISALVA                       | Directora ACOPLE -U.Valle                                                          | (name redacted)     | 11/04/2022 |
| 143 | AFRODES                                 | Representante legal AFRODES Buenaventura                                           | (name redacted)     | 11/04/2022 |
| 144 | Ministerio de Salud y Protección social | Ex coordinadora y asesora del grupo de asistencia y reparación a población víctima | (name redacted)     | 13/04/2022 |
| 145 | Mesa Nacional de Víctimas               | Representantes Magdalena y Córdoba                                                 | (name redacted)     | 12/04/2022 |
| 146 | Mesa Nacional de Víctimas               | Representante atlántico/juventud                                                   | (name redacted)     | 13/04/2022 |
| 147 |                                         | Experto - Generación de Ingresos                                                   | (name redacted)     | 12/04/2022 |
| 148 | Servicio Público de Empleo              | Subdirector de promoción                                                           | (name redacted)     | 07/04/2022 |
| 149 | OIM                                     | Gerente de Programa Mi Negocio                                                     | (name redacted)     | 05/04/2022 |
| 150 | Defensoría del Pueblo                   | Ex Defensora Delegada para la Orientación a las víctimas                           | (name redacted)     | 18/04/2022 |
| 151 | Mesa Nacional de Víctimas               | Ex coordinador de Mesa Nacional de Víctimas                                        | (name redacted)     | 18/04/2022 |
| 152 | DNP                                     | Subdirección de pobreza y focalización                                             | (name redacted)     | 18/04/2022 |

**TABLE 46. LIST OF INTERVIEWS CARRIED OUT**

| #    | ORGANIZACIÓN | ROLE OF INTERVIEWEE                                             | NAME OF INTERVIEWEE | DATE       |
|------|--------------|-----------------------------------------------------------------|---------------------|------------|
| I 53 | Entrelazando | Tejedor y proveedor                                             | (name redacted)     | 25/04/2022 |
| I 54 | CEV          | Coordinadora Cooperación                                        | (name redacted)     | 22/04/2022 |
| I 55 | UBPD         | Coordinadora Gestión del Conocimiento                           | (name redacted)     | 22/04/2022 |
| I 56 | UARIV        | Subdirección General                                            | (name redacted)     | 25/04/2022 |
| I 57 | MinComercio  | Dirección de MIPYMES                                            | (name redacted)     | 25/04/2022 |
| I 58 | UARIV        | Grupo de fortalecimiento estratégico                            | (name redacted)     | 22/04/2022 |
| I 59 | UARIV        | Profesionales Dirección de Registro y gestión de la información | (name redacted)     | 28/04/2022 |

## 2. DATA SOURCES USED FOR SECONDARY CUANTITATIVE ANALYSIS

**TABLE 47. LIST OF SECONDARY DATASETS USED FOR CUANTITATIVE ANALYSIS**

| INFORMATION DATASET - ADMINISTRATIVE RECORD                                                                                                                                                  | INSTITUTION IN CHARGE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| VISP information Systems (phase I and II)                                                                                                                                                    | IOM                   |
| National Victims Information System (VIVANTO): Unique Registry of Victims (RUV), Information System of Displaced Population (SIPOD) and the Victims Administrative Reparation System (SIRAV) | Victims Unit          |
| MAARIV Information System                                                                                                                                                                    | Victims Unit          |
| INDEMNIZA Information System                                                                                                                                                                 | Victims Unit          |
| Unified Report of the Territorial Information, Coordination and Follow-up System of the Public Policy for Victims of the Internal Armed Conflict (RUSICST)                                   | Interior Ministry     |
| PAPSIVI module - Follow-up tool. SISPRO                                                                                                                                                      | Ministry of Health    |
| Registry for the Location and Characterization of Persons with Disabilities – RLCPD                                                                                                          | Ministry of Health    |
| Individual Registry of Provision of Health Services - RIPS                                                                                                                                   | Ministry of Health    |
| Identification System for Potential Beneficiaries of Social Programs (SISBEN)                                                                                                                | DNP                   |
| National System of Evaluation of Management and Results SINERGIA                                                                                                                             | DNP                   |

### 3. VICTIMS ATTENTION POINTS AND HEALTH CENTERS INTERVIEWED FOR THE DIGITAL SURVEY

**TABLE 48. LIST OF SURVEYED VICTIMS' ATTENTION POINTS**

| DEPARTMENT         | MUNICIPALITY      | HOSPITAL                                                   | ANSWER SURVEY |
|--------------------|-------------------|------------------------------------------------------------|---------------|
| Antioquia          | Amalfi            | Ese Hospital El Carmen                                     | Yes           |
| Antioquia          | Anorí             | E.S.E. Hospital San Juan De Dios - Anorí                   | Yes           |
| Antioquia          | Apartadó          | Hospital Antonio Roldán Betancourt                         | Yes           |
| Antioquia          | Dabeiba           | Ese Nuestra Señora Del Perpetuo Socorro - Dabeiba          | Yes           |
| Antioquia          | Remedios          | Ese Hospital San Vicente De Paúl - Remedios                | Yes           |
| Antioquia          | Vigía Del Fuerte  | Ese Hospital Atrato Medio Antioqueño                       | No            |
| Bolívar            | Carmen De Bolívar | Empresa Social Nuestra Señora Del Carmen                   | Yes           |
| Bolívar            | Cartagena         | Hospital Universitario Del Caribe                          | No            |
| Caquetá            | Florencia         | Hospital María Inmaculada - Centro De Salud La Montañita   | Yes           |
| Caquetá            | La Montañita      | Hospital María Inmaculada, Centro De Salud De La Montañita | No            |
| Cauca              | Buenos Aires      | Ese Norte I Buenos Aires                                   | No            |
| Cauca              | Caldono           | Empresa Social Del Estado Popayán. E.S.E                   | No            |
| Cauca              | Corinto           | Ese Norte-2. Corinto                                       | Yes           |
| Cauca              | Miranda/Corinto   | Ese Norte 2                                                | No            |
| Cesar              | Manauare          | Hospital Jose Antonio Socarras Sanchez E.S.E               | Yes           |
| Chocó              | Quibdó            | Hospital Ismael Roldán E.S.E                               | No            |
| Córdoba            | Montería          | E.S.E Hospital San Jerónimo De Montería                    | Yes           |
| Córdoba            | Tierralta         | Ese Hospital San José De Tierralta                         | Yes           |
| Córdoba            | Valencia          | Hospital Sagrado Corazon De Jesus De Valencia              | Yes           |
| Guajira            | Dibulla           | Ese Hospital Santa Teresa De Jesus De Avila                | Yes           |
| Magdalena          | Guamal            | E.S.E Nuestra Señora Del Carmen Guamal-Magdalena           | Yes           |
| Nariño             | El Rosario        | Empresa Social Del Estado Primer Nivel De El Rosario       | Yes           |
| Nariño             | Pasto             | Ese Hospital Universitario Departamental De Nariño         | Yes           |
| Nariño             | Policarpa         | Centro De Salud Policarpa                                  | Yes           |
| Nariño             | Ricaurte          | Hospital Ricaurte Empresa Social Del Estado                | Yes           |
| Norte De Santander | Tibú              | Empresa Social Del Estado Hospital Regional Norte          | No            |

**TABLE 48. LIST OF SURVEYED VICTIMS' ATTENTION POINTS**

| DEPARTMENT      | MUNICIPALITY | HOSPITAL                                                        | ANSWER SURVEY |
|-----------------|--------------|-----------------------------------------------------------------|---------------|
| Sucre           | Corozal      | E.S.E Hospital Nuestra Señora De Las Mercedes De Corozal        | Yes           |
| Sucre           | Tolú Viejo   | Centro De Salud San Jose De Toluviejo Empresa Social Del Estado | Yes           |
| Valle Del Cauca | Pradera      | E.S.E. Hospital San Roque Pradera                               | Yes           |

**TABLE 49. LIST OF HEALTH SERVICES SURVEYED**

| DEPARTMENT | SERVICE POINTS         | ANSWER SURVEY |
|------------|------------------------|---------------|
| Antioquia  | Turbo                  | Yes           |
| Antioquia  | Chigorodó              | No            |
| Magdalena  | Ciénaga                | No            |
| Magdalena  | Santa Marta            | Yes           |
| Magdalena  | Fundación              | Not Operating |
| Bolívar    | Cartagena              | Yes           |
| Bolívar    | Carmen De Bolívar      | Yes           |
| Bolívar    | San Juan De Nepomuceno | Yes           |
| Cauca      | Popayán                | Yes           |
| Nariño     | Tumaco                 | No            |
| Caquetá    | Cartagena Del Chaira   | Yes           |
| La Guajira | Riohacha               | Not Operating |
| La Guajira | Dibulla                | Not Operating |
| Sucre      | Sincelejo              | Not Operating |
| Chocó      | Bojayá                 | Yes           |
| Chocó      | Riosucio               | Yes           |
| Córdoba    | Tierralta              | Yes           |
| Córdoba    | Montelíbano            | Yes           |

## ANNEX G: SCOPE OF WORK OF THIS PERFORMANCE EVALUATION

### I. PURPOSE OF THE EVALUATION

The purpose of this final performance evaluation is to assess whether the VISP's interventions, deliverables, outcomes, and results have been accomplished according to its theory of change and results framework. Additionally, this evaluation intends to take into account the socio-political context and the COVID-19 pandemic. Finally, the results of this evaluation will support USAID/Colombia in making informed decisions about the design and management of upcoming programming decisions.

The primary users for this final performance evaluation will be USAID/Colombia, the Implementing Partner (IP), and Colombian Government stakeholders. Other potential users include non-governmental organizations, civil society, academia, and social leaders.

### 2. BACKGROUND<sup>146</sup>

On July 30, 2012, the United States Agency for International Development (USAID) and the International Organization for Migration (IOM) signed Cooperative Agreement number AID-514-A 12-00003. This agreement allowed the effective implementation of the Victim's Law, supporting the operationalization of key Colombian Government institutions, policies, and systems at the national, departmental, and municipal levels. In addition, this agreement allowed joint work between IOM with the Victims Assistance and Reparations Unit (Victims Unit), the Historical Memory Center (CMH), Ministry of Health (MOH), among others<sup>147</sup>.

In April 2014, USAID Colombia modified the agreement to incorporate new tasks, providing technical assistance to the GOC to deliver physical rehabilitation services and broadening the geographical scope from the initial 21 municipalities to 33 municipalities. In December 2015, USAID Colombia requested a revised application to extend the agreement from May 1, 2016, to April 30, 2020. The rationale for the extension was to take advantage of the unique window of opportunity for peacebuilding in a post-conflict Colombia, where victims will continue to play an essential role. In 2020 the period of performance was further extended to June 30, 2022.

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<sup>146</sup> This section is based on different documents (quarterly reports, work plans, presentations, fact sheets, etc.) produced by VISP during the last 9 years of implementation. To avoid creating a narrative that is not aligned with what has been the context and history of the program, most of the elements included in this section are taken literally from the referenced documents.

<sup>147</sup> During its almost 10 years of implementation VISP worked with other relevant stakeholders such as Min Interior, CEV, UBPD, ARN, DNP, ANT, SPE and other national and regional entities.

**TABLE 50. ACTIVITY SNAPSHOT**

| STRATEGY/PROJECT/ACTIVITY NAME                                  | VICTIMS INSTITUTIONAL STRENGTHENING ACTIVITY (VISP) |
|-----------------------------------------------------------------|-----------------------------------------------------|
| USAID OFFICE                                                    | RIO                                                 |
| IMPLEMENTER(S)                                                  | International Organization for Migrations (IOM)     |
| COOPERATIVE AGREEMENT/CONTRACT #                                | AID-514-A-12-00003                                  |
| TOTAL, ESTIMATED CEILING OF THE EVALUATED PROJECT/ACTIVITY(TEC) | \$102,193,390.00                                    |
| LIFE OF STRATEGY/PROJECT/ACTIVITY                               | 7/30/2012 – 06/30/2022                              |
| DEVELOPMENT OBJECTIVE(S) (DOS)                                  | 2                                                   |
| EXTERNAL OR INTERNAL EVALUATION?                                | External                                            |

The strategic objective of the VISP is to Provide accompaniment and technical support for victims' organizations and GOC policies, systems, and institutions at the national, departmental, and municipal levels, to strengthen capacities and build necessary competencies for the timely and effective execution and implementation of the Victims Law and the Peace Accord. On its up-to-date structure, VISP has five components (Table 51) and a framework result with 5 Intermediate Results (IR) and 12 Sub-Intermediate Results (SIR) (Table 52).

**TABLE 51. VISP COMPONENTS**

| COMPONENT                                        | BRIEF DESCRIPTION                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRENGTHENING INSTITUTIONS                       | VISP helps GOC <sup>148</sup> entities implement information systems, interagency coordination, and the victims' public policy. VISP also works with civil society organizations to develop victims' prevention and protection actions.                                                |
| PROMOTING REHABILITATION <sup>149</sup>          | VISP helps public officials design and deliver psychosocial care to victims. This assistance includes developing mine risk education tools, implementing community psychosocial rehabilitation initiatives, and designing differential attention and rehabilitation tools for victims. |
| FACILITATING TRANSITIONAL JUSTICE <sup>150</sup> | VISP assists GOC entities in developing protocols for individual and collective victims' reparation. The Activity also helps implement victims' return and relocation strategies and promotes victims' rights to truth and non-repetition.                                             |
| EMPLOYING A DIFFERENTIAL APPROACH <sup>151</sup> | VISP strengthens institutional processes to provide care to vulnerable populations like women, indigenous, Afro-Colombian, and LGBTQI+ individuals.                                                                                                                                    |

<sup>148</sup> VISP not only supports the implementation but also the formulation of PP and PP instruments.

<sup>149</sup> Rehabilitation under the law covers also Physical Rehabilitation. VISP supported the latter by backing the creation of Rehabilitation Centers.

<sup>150</sup> Since the last modificatory, VISP is working extensively to support the GOC in the implementation of Development Plans with Territorial Focus (PDETs, Spanish acronym) initiatives in focalized territories.

<sup>151</sup> VISP also worked and trained public officers of GOC entities on GBV and GBV prevention. Additionally, it is important to mention that VISP did not provide direct services to sexual violence victims.

**TABLE 51. VISP COMPONENTS**

| COMPONENT                                  | BRIEF DESCRIPTION                                                                                                                                                                                                                                              |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | VISP also fights gender-based violence (GVB) through training in ethnic and women's organizations.                                                                                                                                                             |
| ACHIEVING PEACE FOR VICTIMS <sup>152</sup> | VISP helps the Disappeared Persons Search Unit and the Truth Commission comply with mandates about forced disappearance victims. It also encourages victims' participation in the Comprehensive System for Truth, Justice, Reconciliation, and Non-repetition. |

SOURCE: VISP'S FACT SHEET



Exhibit 167. – Results framework

SOURCE: VISP'S IMPLEMENTING PARTNER

<sup>152</sup> Additionally, VISP's support to the CEV includes its territorial deployment, the collection of testimonies, and currently the preparation of the final report and the legacy of the entity. Furthermore, VISP's efforts within this component include increasing and strengthening victims and victims' organizations participation before the System's entities.

During its first implementation phase (August 2012 to September 2016), VISP worked in 10 departments, 32 municipalities, and Bogotá (52). VISP focused on the first four components with activities oriented to (1) **IR.I** Information Systems, Strategic Planning, Monitoring, and evaluation - internal and external communications, Victim's participation, and Optimizing attention spaces. (2) **IR.II** Protocols, routes developed for public servants and communities' identification and assessment of victims' psychosocial and/or physical affectations Support for humanitarian demining (3) **IR.III** Technical assistance for individual and collective reparations, Support programs for the informed investment of compensation resources, Actions for the diffusion and appropriation of truth and historical memory, management of public and private offers for reparation. (4) **IR.IV** Support for processes and tools for the attention and reparation of Indigenous and Afro-Colombian People, People with disabilities, women (victims of sexual violence), children and adolescents, and populations with diverse sexual orientations, Social mobilization against sexual and gender-based violence, training, and work with ethnic and women's organizations.

**TABLE 52. TARGETED GEOGRAPHY PHASE I**

| DEPARTMENT | MUNICIPALITIES                                                                   |
|------------|----------------------------------------------------------------------------------|
| Antioquia  | Apartadó, Chigorodó, Medellín, Necoclí, Turbo                                    |
| Bogotá     | Bogotá                                                                           |
| Bolívar    | Cartagena, El Carmén de Bolívar, María la Baja, San Jacinto, San Juan Nepomuceno |
| Caquetá    | Cartagena del Chairá, Florencia, La Montañita                                    |
| Cauca      | Popayán                                                                          |
| Chocó      | Bojayá, Quibdó, Riosucio                                                         |
| Córdoba    | Montelíbano, Montería, Tierralta                                                 |
| La Guajira | Dibulla, Riohacha, San Juan del Cesar                                            |
| Magdalena  | Ciénaga, Fundación, Santa Marta                                                  |
| Nariño     | Pasto Samaniego, Tumaco                                                          |
| Sucre      | Ovejas, San Onofre, Sincelejo                                                    |

SOURCE: VISP'S IMPLEMENTING PARTNER

During its second phase of implementation (October 2016 to June 2022), VISP has been working in 6 departments and 22 municipalities (Table 53). VISP activities focused on the five components with activities oriented to (1) **IR.I** Cessation of the State of vulnerability, Decentralization, Joint financing, Participation mechanisms, and Communications. (2) **IR.II** Community rehabilitation, Strengthen Entrelazando and Emotional Recovery (ERE) strategies, care and psychosocial attention model, Psychosocial support for relatives of victims of forced disappearance, Humanitarian demining and Community physical rehabilitation network. (3) **IR.III** Companion Program for financial compensations, Offer management (housing - health - employment), and Collective reparation with a regional approach. (4) **IR.IV** Strengthen ethnic communities on their role under victims legislation and strengthen the



attention route for victims of sexual violence and LGBTQI+. (5) **IR.V** Necessary institutional adjustments to implement accords and Forced disappearance.

**TABLE 53. TARGETED GEOGRAPHY PHASE II**

| DEPARTMENT | MUNICIPALITIES                                                          |
|------------|-------------------------------------------------------------------------|
| Antioquia  | Dabeiba, Ituango, Remedios, Anorí, Apartadó, Medellín, Vigía del Fuerte |
| Caquetá    | Cartagena del Chairá, San Vicente del Caguán, La Montañita, Florencia   |
| Cauca      | Buenos Aires, Caldono, Miranda, Popayán                                 |
| Chocó      | Quibdó, Riosucio                                                        |
| Córdoba    | Montería, Tierralta                                                     |
| Nariño     | Tumaco, Policarpa, Pasto                                                |

SOURCE: IMPLEMENTING PARTNER

### 3. EVALUATION QUESTIONS

The evaluation questions are of two types. The first one is directly related to VISIP's performance and framework results. The second set will gather information about other relevant matters associated with USAID's interests that may not be related to actions directly implemented by VISIP.

#### INSTITUTIONAL STRENGTHENING AND POLICY DEVELOPMENT:

1. To what extent do VISIP (1) institutional strengthening and (2) development and implementation of public policies have contributed to improving the assistance and service provision towards Victims? What were the main successes and challenges of this institutional strengthening and public policy interventions?

We expect the answer to this question will cover the entire VISIP implementation period (around ten years). However, given that USAID has provided support to public policies to improve the provision of services to victims through other activities, it is expected that the evaluation team will focus solely on the support provided by VISIP.

2. What gaps and challenges do the GOC face to sustain VISIP-supported institutional strengthening and policy implementation results?

It is essential to separate the gaps and challenges arising from the public policy from those related to the results achieved through VISIP. Likewise, this question will cover the gaps and challenges identified throughout the ten years of the program implementation.

#### PHYSICAL AND PSYCHOSOCIAL SERVICES:

3. To what extent have VISIP-funded interventions increased access to physical and psychosocial rehabilitation? What have been the main factors that contributed to improvement or that delayed access to these services?

This question will focus mainly on physical and psychosocial rehabilitation, with a particular VISIP focus. Among the main factors that contributed to improving or delayed access to these services, it is essential to consider the contextual ones.

4. What are the main strengths and weaknesses of the “Community Agent Model”?

The evaluation team will answer this question focusing on the “Community Agent Model “ from the ACOPLA and GOC perspectives. VISIP did not support this model.

#### CIVIL SOCIETY VISIP PILOTS:

5. What were the lessons learned and results of the VISIP pilots developed to strengthen the capacity of CSOs on economic empowerment, employability, and incidence in public policies?

For CSOs, the evaluation team will consider what was directly done by VISIP and not that delivered by CODHES and Fundación Arcángelos. As a result, USAID expects to receive recommendations in a broad scope that may go from adding pilots to future programming or support the scaling-up of pilots that were already performed.

#### ECONOMIC EMPOWERMENT:

6. What have been the GOC actions, results, and lessons learned to improve the economic stability of the victims? Is there a need for USAID programming in this area? What should be the strategy of this programming?

Consider the work done with the GOC and include the achievements in income generation for victims and victims’ organizations. The approach to this question must go beyond the VISIP pilots covered by the previous question.

#### PEACE ACCORD IMPLEMENTATION

7. What were the main results and lessons learned of the VISIP institutional and technical adaptation strategy to support the Peace Accord implementation? What challenges does USAID still face on peace accord victim’s interventions?

#### STAKEHOLDERS ENGAGEMENT

8. What were the main challenges, opportunities, and contributions of stakeholder engagement to achieve VISIP results? What recommended improvements to future programming?

Stakeholders must include CSOs, national and regional entities, and the private sector.

## 4. EVALUATION DESIGN AND METHODOLOGY

The MEL Activity will develop the evaluation methods before fieldwork begins. Therefore, USAID expects the MEL Activity to, at a minimum:

- Combine and integrate techniques and tools for quantitative and qualitative analysis (known as mixed methods).

- Specify the quantitative and qualitative methodology, define key variables for measurement, and the implications of the proposed information gathering and analysis to answer the Evaluation Questions. The proposed methodology should include strategies to assess and reflect likely differences between different VISIP implementation regions.
- Specify how the proposed methods, sources, and design will allow the MEL Activity to answer each evaluation question.
- Define the information gathering strategy that includes logistics, preparation, approach, and tools for mapping information.
- For the quantitative analysis, the primary information gathering is done using a statistical sampling strategy, for which it must describe the sampling design in detail. The sampling design must include the target population, defining the reporting unit, calculating the sample size, applying the sampling technique (simple, stratified, conglomerates, etc.), defining estimators, the admissible precision and confidence, defining domains of interest (strata/income bracket, sex, age groups, etc.), sample selection technique, and other statistical concepts that describe both knowledge and expertise of the subject and clarity of the method to be applied.
- Specify the primary and secondary sources of information.
- Define a strategy for connecting and providing feedback between quantitative and qualitative information.
- Meet and interview direct beneficiaries, Implementing Partner's staff, relevant stakeholders, and GoC counterparts at appropriate levels; interview selected USAID staff and, if applicable, experts working in the justice sector.

The MEL Activity will submit the preliminary evaluation design for review by USAID, and this task should be included in the evaluation time frame. The evaluation Contracting Officer's Representative (COR) will approve the finalized evaluation design.

The MEL Activity needs to develop an evaluation design matrix that will include a data analysis plan for each evaluation question (the following table is a suggested way for the MEL Activity to present the information, other design matrix designs are allowable).

**TABLE 54. SUGGESTED FORMAT EVALUATION DESIGN MATRIX**

| QUESTIONS  | APPROACH    | DATA SOURCES                                                                        | DATA COLLECTION METHODS                                                            | DATA ANALYSIS METHODS  |
|------------|-------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------|
| Question X | Performance | Monitor<br>Gender Strategy<br>Activity's work plans<br>Yearly and Quarterly reports | Qualitative and quantitative:<br>Document review<br>Key informant interviews (KII) | Mixed methods analysis |

**TABLE 54. SUGGESTED FORMAT EVALUATION DESIGN MATRIX**

| QUESTIONS | APPROACH | DATA SOURCES                                                                                                                                                             | DATA COLLECTION METHODS | DATA ANALYSIS METHODS |
|-----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
|           |          | Activity's newsletter<br>AMELP<br>Quantitative survey<br>Qualitative based data<br>Other information sources identified by the Activity as relevant for this evaluation. | Focus Groups<br>Survey  |                       |

## 5. DELIVERABLES

### EVALUATION'S WORK PLAN

The work plan will include:

- Draft schedule and logistical arrangements.
- Roles and responsibilities delineate members of the evaluation team.
- Evaluation milestones.
- Anticipated schedule of evaluation team data collection efforts.
- Locations and dates for piloting data collection efforts, if applicable.
- Proposed evaluation methodology, including selection criteria for comparison groups, if applicable.
- Evaluation Report outline (if different from the attached template).

The MEL Activity will update the evaluation work plan (the lists of interviewees, survey participants, the schedule) and submit the updated version to the COR for approval.

### EVALUATION DESIGN

The evaluation design will include:

- Detailed evaluation design matrix links the Evaluation Questions from the SOW (in their finalized form) to data sources, methods, and the data analysis plan.
- Draft questionnaires and other data collection instruments or their main features.
- List of potential interviewees and sites to be visited and proposed selection criteria and/or sampling plan (must include sampling methodology and methods, including a justification of sample size and any applicable calculations).
- Limitations to the evaluation design.
- Dissemination plan (designed in collaboration with USAID).

The design will become an annex to the final evaluation report. The evaluation design will be shared with the implementing partner before being finalized.

All dissemination plans should be developed with USAID and include information on audiences, activities, and deliverables, including any data visualizations, multimedia products, or events to help communicate evaluation findings, conclusions, and recommendations.

If applicable, based on the Disclosure of Conflict of Interests Forms submitted with the awardee's proposal, the evaluation design will include a conflict of interest mitigation plan.

Inputs for the quantitative data collection firm Request for Proposals (RFP)

The evaluation team will deliver inputs for the quantitative data collection firm RFP. General guidelines in terms of sample size, geography, and thematic lines will be required.

### EARLY REPORT

The evaluation team should deliver an Early Report. The evaluation team will coordinate the scope and approach of this early report with USAID during the evaluation design process.

### MID-TERM BRIEFING AND INTERIM MEETINGS

The evaluation team is expected to hold mid-term briefings with the COR, the MEL Specialist, and CDLO's COR on the evaluation status, including potential challenges and emerging opportunities. The team will also provide the evaluation COR with periodic briefings and feedback on the team's findings, as agreed upon during the in-briefing. In addition, if desired or necessary, biweekly briefings can be arranged.

### FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS PRESENTATION

The evaluation team will make detailed presentations (PowerPoint format) of the findings, conclusions, and recommendations to USAID and the IP. These spaces will aim to present the collected evidence in-depth and receive feedback to strengthen the evaluation exercise within the framework of a collaborative scheme and active participation of the parties. USAID and the IP will submit comments on the presentations to the evaluation team within two weeks after CLA meetings, and these comments will enrich the final report.

### FINAL EVALUATION REPORT

The evaluation team will be asked to take no more than 15 working days (or as agreed upon in the work plan) to respond to and incorporate final draft evaluation reports and presentations comments from USAID. The evaluation team lead will then submit the final report to the MEL Activity's COR, who will be in charge of approving the final version. USAID may request a peer review of the final evaluation report and comments coming from this process. The evaluation team will answer all comments.

### SHORT INFOGRAPHIC

The One Pager should summarize the evaluation's purpose, background, main evaluation questions, methods, findings, and conclusions (plus recommendations and lessons learned, if applicable). The One Pager should communicate the information visually for clarity. This document should be done after the final report has been presented and reviewed by USAID.

## OTHER EVALUATION DELIVERABLES

### SUBMISSION OF DATASET(S) TO THE DEVELOPMENT DATA LIBRARY

Per USAID's Open Data policy (see [ADS 579, USAID Development Data](#)), the Contractor must also submit to the COR and the Development Data Library (DDL), at [www.usaid.gov/data](http://www.usaid.gov/data), in a machine-readable, non-proprietary format, a copy of any dataset created or obtained in the performance of this award, if applicable. In addition, the dataset should be organized and documented for use by those not entirely familiar with the intervention or evaluation.

Please review [ADS 579.3.2.2 Types of Data To Be Submitted to the DDL](#) to determine applicability.

### SUBMISSION OF FINAL EVALUATION REPORT TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE

Per USAID policy ([ADS 201.3.5.18](#)), the Contractor must submit the final evaluation report and its Summary or summaries to the [Development Experience Clearinghouse](#)(DEC) within three months of final approval by USAID.

## 6. EVALUATION TEAM COMPOSITION

The Contractor must provide information about evaluation team members, including their curricula vitae, their responsibilities within the evaluation, and how each contributes to the SOW. Submissions of writing samples or links to past evaluation reports and related deliverables by proposed team members are highly desirable. In addition, per [ADS 201.3.5.14](#), all team members must provide USAID a signed statement attesting to a lack of conflict of interest or describing an existing conflict of interest relative to the project or Activity being evaluated (i.e., a conflict of interest form).

### MEL ACTIVITY TEAM

- MEL Lead Evaluation Expert

#### Responsibilities

- Serve as a liaison between the Evaluation Team and MEL's COP and USAID's Contracting Officer's Representative (COR).
- Responsible for staffing, SOW development, financial management and reporting, staff direction, and oversight.

- MEL Evaluation Specialist

#### Responsibilities

- Support the Lead Evaluation Expert when liaising with the MEL COP and the USAID COR.
- Give support to evaluation management.

- MEL Quantitative Specialist

#### Responsibilities

- Support the Lead Evaluation Expert when liaising with the MEL COP and USAID COR.
- Give support to evaluation management.

- MEL Qualitative Analysis Specialist

Responsibilities

- Refine the evaluation's coding system based on the methodological design and feedback from the evaluation team.
- Sort and classify fieldwork information.
- Encode and integrate interviews and other information.
- Analyze qualitative data.

- MEL GIS Specialist

Responsibilities

- Provide technical expertise on spatial data collection, map series creation, compile available geospatial data sets, conduct spatial analysis and data visualization, and interpret aerial photos or satellite images.

- MEL CLA Specialist

Responsibilities

- Lead the tasks and efforts to ensure the evaluation findings and recommendations are transparent and disseminated to relevant stakeholders.
- Lead the actions to ensure the evaluation is designed and implemented with a collaborative approach.

- MEL Monitoring Specialist

Responsibilities

- Carry out an initial review of MONITOR database indicators for the evaluation.

## EVALUATION TEAM

Team leader

Requirements

- BA in economics, social sciences, or other relevant field and thirteen (13) years of relevant experience or master's degree and ten (10) years of relevant experience.
- Skills or knowledge of project administration, economics, and team management.
- At least five (5) years of experience in managerial positions at international cooperation projects, field-based academic projects, and/or field-based public or private social investment projects. Minimum of three (3) years of that experience conducting or leading the evaluation of projects.<sup>153</sup>

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<sup>153</sup> This specific experience is part of the 13 years of relevant experience mentioned above.

- Good knowledge about the institutional framework of victims in Colombia.
- Skills or knowledge of project administration, economics, and team management.
- Experience designing context and performance indicators.
- Experience collecting quantitative and qualitative information.
- Ability to analyze and synthesize qualitative and quantitative data.
- Advance report writing skills.
- Ability to work and manage teams remotely.
- Intermediate or advanced knowledge of written and spoken English and Spanish.
- Experience with USAID evaluations is preferred.

#### Responsibilities

- Lead the evaluation work plan and design and the final evaluation report. This includes the data collection and analysis methods, the sampling strategy, data collection tools, and the data analysis plan.
- Serve as the primary contact with USAID counterparts and MEL Activity.
- Lead and manage the team operation.
- Lead the writing of the main technical deliverables and technical communications, including the final baseline report in English.
- Oversee the quality and timeliness of the evaluation data collection.
- Lead debriefs and presentations to USAID and the Implementing Partner.
- Perform the application of qualitative instruments in fieldwork for the qualitative data collection.

#### Victims institutional and legal affairs expert

#### Requirements

- BA in social sciences, law, economics, or another relevant field.
- Graduated degree in law, economics, social sciences, development, public policy, or another relevant field.
- More than seven (7) years of relevant experience.
- Experience in legal and institutional issues around the victims required.
- Knowledge of secondary or administrative data on victims' issues is highly desired.
- Proven ability to deliver a quality analysis, tables, and written products and explanations.
- Intermediate or advanced knowledge of written and spoken English.
- Ability to conduct interviews and focus groups in Spanish.
- Experience with USAID evaluations is preferred but not required.

#### Responsibilities

- Support the evaluation design, the theory of change analysis, and the construction of indicators.
- Review primary and secondary sources of information related to legal and institutional issues around the victims.
- Oversee the quality of quantitative and qualitative data collection in thematic issues.
- Lead the thematic issues in the design of the quantitative and qualitative data collection instruments and the relevance of the data collection on legal and institutional issues around the victims.
- Actively participate in the qualitative instruments' coding process and provide a thematic review of the process in the codebook production.
- Contribute to the analysis of qualitative, quantitative, and secondary information related to legal and institutional issues around the victims.



- Support the Team Leader in preparing reports and presentations for USAID and the Implementing Partner.
- Perform the application of qualitative instruments in fieldwork for the qualitative data collection.

## Health policy expert

### Requirements

- BA in social sciences, economics, social work, or another relevant field.
- Graduated degree in economics, social sciences, development, public policy, or another relevant field.
- More than seven (7) years of relevant experience.
- Experience in health policy issues related to physical and psychosocial rehabilitation for victims required.
- Knowledge of secondary or administrative data on victims' issues is highly desired.
- Proven ability to deliver a quality analysis, tables, and written products and explanations.
- Intermediate or advanced knowledge of written and spoken English.
- Ability to conduct interviews and focus groups in Spanish.
- Experience with USAID evaluations is preferred but not required.

### Responsibilities

- Support the evaluation design, the theory of change analysis, and the construction of indicators.
- Review primary and secondary sources of information in health policy issues related to physical and psychosocial rehabilitation for victims.
- Oversee the quality of quantitative and qualitative data collection in thematic issues.
- Lead the thematic issues in the design of the quantitative and qualitative data collection instruments and the relevance of the data collection in health policy issues related to physical and psychosocial rehabilitation for victims.
- Actively participate in the qualitative instruments' coding process and provide a thematic review of the process in the codebook production.
- Contribute to the analysis of qualitative, quantitative, and secondary health policy issues related to physical and psychosocial rehabilitation for victims.
- Support the Team Leader in preparing reports and presentations for USAID and the Implementing Partner.
- Perform the application of qualitative instruments in fieldwork for the qualitative data collection.

## Institutional strengthening expert

### Requirements

- BA in social sciences, government, economics, or another relevant field.
- Graduated degree in economics, social sciences, development, public policy, or another relevant field.
- More than seven (7) years of relevant experience.
- Experience in institutional strengthening of GoC and CSOs required.
- Knowledge of secondary or administrative data on victims' issues is highly desired.
- Proven ability to deliver a quality analysis, tables, and written products and explanations.
- Intermediate or advanced knowledge of written and spoken English.
- Ability to conduct interviews and focus groups in Spanish.

- Experience with USAID evaluations is preferred but not required.

#### Responsibilities

- Support the evaluation design, the theory of change analysis, and the construction of indicators.
- Review primary and secondary sources of information related to institutional strengthening of GoC and CSOs around Victim's issues.
- Oversee the quality of quantitative and qualitative data collection in thematic issues.
- Lead the thematic issues in the design of the quantitative and qualitative data collection instruments and the relevance of the data collection on institutional strengthening of GoC and CSOs around Victim's issues.
- Actively participate in the qualitative instruments' coding process and provide a thematic review of the process in the codebook production.
- Contribute to the analysis of qualitative, quantitative, and secondary information related to institutional strengthening of GoC and CSOs around Victims issues.
- Support the Team Leader in preparing reports and presentations for USAID and the Implementing Partner.
- Perform the application of qualitative instruments in fieldwork for the qualitative data collection.

#### Evaluation specialist

#### Requirements

- Professional in economics, social sciences, project management, government, or other relevant fields
- Masters or two (2) years of graduate education in evaluation, economics, business intelligence, or related area.
- Seven (7) years of proven experience.
- Proven knowledge and experience in collecting qualitative and quantitative data, conducting semi-structured interviews, focus groups, using mixed methods, and utilizing secondary data.
- Experience or knowledge in team management.
- Proficient computer skills, including Microsoft Word, Excel, and Outlook.
- Intermediate or advanced knowledge of written and spoken English.
- Experience with USAID evaluations is preferred but not required.

#### Responsibilities

- Lead the planning of each evaluation stage, including a detailed list of activities, inputs needed, and a detailed schedule.
- Oversee the methodological design of the evaluation.
- Guide and coordinate the primary and secondary data collection. This includes sending *Derechos de Petición* and coordinating the qualitative and quantitative data collection with the selected firm and MEL Activity.
- Coordinate the deliverables and reporting, including the data, reports, and presentations.
- Perform the application of qualitative instruments in fieldwork for the qualitative data collection.

#### Quantitative specialist

#### Requirements

- Professional in economics, mathematics, statistics, social sciences, and related fields.

- Graduated degree in economics, statistics, or related fields.
- A minimum of five years (5) of experience conducting quantitative research and analysis.
- Experience and knowledge in designing indicators and quantitative data collection tools.
- Demonstrated experience working with information on victims and social services highly desired.
- Experience and knowledge of data analysis and data management techniques.
- Intermediate or advanced knowledge of written and spoken English.
- Experience with USAID evaluations is preferred but not required.

#### Responsibilities

- Support the Team Leader with the evaluation design, including the construction of indicators, data collection methods for quantitative information, and analysis plan.
- Support sampling strategy and design of the instruments for the primary data collection.
- Participate in the data collection from secondary sources as GoC and CSOs administrative records.
- Ensure the quality of quantitative data collection for the evaluation.
- Perform the quantitative analysis for the final evaluation report.
- Support the Team Leader in preparing reports and presentations for USAID and the Implementing Partner.

#### Qualitative specialist

#### Requirements

- Professional in social sciences, economics, or other related fields.
- Graduate degree in social sciences, economics, development, or related fields.
- A minimum of seven (7) years of experience conducting qualitative research.
- Proven experience in conducting high-quality qualitative analysis.
- Knowledge of victims and social policy is desired.
- Experience in Nvivo preferred.
- Intermediate or advanced knowledge of written and spoken English.
- Experience with USAID evaluations is preferred but not required.

#### Responsibilities

- Support the Team Leader with the evaluation design, including the construction of indicators, data collection methods for qualitative information, and analysis plan.
- Design qualitative instruments for the data collection.
- Design a codebook for the codification process.
- Ensure the quality of qualitative data collection.
- Perform the application of qualitative instruments in fieldwork.
- Support the coding process, from the training of the coding team to the elaboration of the analysis plan for the generation of inputs (reports and qualitative visualizations) to analyze the information.
- Support the analysis of qualitative data for the final evaluation report.
- Support the Team Leader in preparing reports and presentations for USAID and the Implementing Partner.

## 7. EVALUATION SCHEDULE

The schedule presented below (Table 55) includes the main activities (in gray) and milestones (in blue) that are part of the design, development, and dissemination of a final performance evaluation. However, the final structure of the schedule will be part of the evaluation's work plan (Section V - deliverable I).

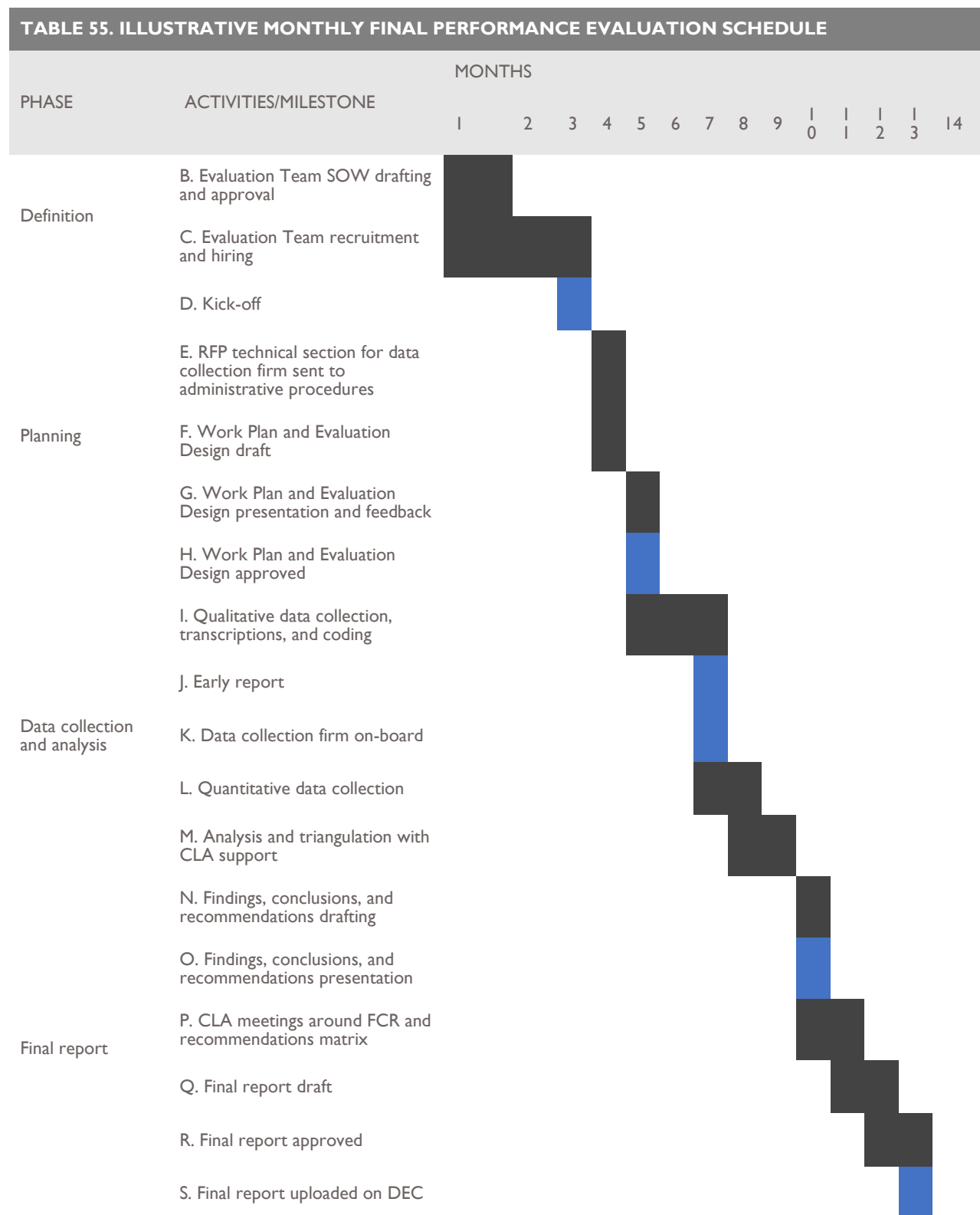


**TABLE 55. ILLUSTRATIVE MONTHLY FINAL PERFORMANCE EVALUATION SCHEDULE**

Use and  
dissemination

T- Use and dissemination

## 8. FINAL REPORT FORMAT

The final report must contain – at a minimum – the following:

Abstract (not more than 250 words)

Executive Summary (between 2-5 pages)

Evaluation Report (35- 60 pages)

- I. Evaluation Purpose (not more than 500 words)
2. Activity description and background (not more than two pages)
3. Evaluation questions and methodology (not more than two pages)
4. Evaluation findings and conclusions - messaging approach- (between 20 and 40 pages)
5. Evaluation recommendations (not more than four pages)

Annexes<sup>154</sup>:

- I. Recommendations actions matrix
- II. Supplemental analysis and data
- III. Findings, conclusions, and recommendations table
- IV. Detailed Methodology
- V. Instruments
- VI. Sources of information
- VII. Evaluation SOW

<sup>154</sup> The abstract, executive summary, evaluation report and annex I are expected to be written in English, while other annexes may be in Spanish unless an explicit requirement from USAID.

- VIII. Summary information about evaluation team members
- IX. Signed disclosures of conflicts of interest from evaluation team members.
- X. Statement of Differences (when applicable)

The evaluation abstract should describe the evaluation, questions, methods, and key findings or conclusions. The Executive Summary should summarize the evaluation's purpose, background, main evaluation questions, methods, findings, and conclusions (plus recommendations and lessons learned, if applicable). The report must explain the methodology in detail, including the limitations, with particular attention to the limitations associated with the evaluation methods (e.g., in sampling; data availability; measurement; analysis; any potential bias such as sampling/selection, measurement, interviewer, response, etc.) and their implications for conclusions drawn from the evaluation findings.

## **9. CRITERIA TO ENSURE THE QUALITY OF THE EVALUATION FINAL REPORT**

Per ADS 201maa, *Criteria to Ensure the Quality of the Evaluation Report*, the final baseline report will be evaluated against the following criteria to ensure the report's quality.

- Reports must represent a thoughtful, well-researched, and well-organized effort to evaluate the strategy, project, or Activity objectively.
- Reports must be readily understood and must identify key points distinctly and succinctly.
- The report's Executive Summary must present a concise and accurate statement of the report's most critical elements.
- Reports must adequately address all evaluation questions included in the SOW, or the evaluation questions subsequently revised and documented in consultation and agreement with USAID.
- The methodology must be explained in detail and sources of information properly identified.
- The evaluation's limitations must be adequately disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Findings must be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or simply the compilation of people's opinions.
- Findings and conclusions must be specific, concise, and supported by quantitative solid or qualitative evidence.
- If findings assess person-level outcomes or impact, they must also be evaluated separately for males and females.
- If recommendations are included, they must be supported by specific findings and action-oriented, practical, and specific.

## **10. SECURITY RESPONSIBILITIES**

As part of the overall security requirements, the evaluation team contractor must report any security threats and/or incidents verbally in person or by telephone immediately to the COR or Alternate COR in the COR's absence. Subsequently, a written report must be promptly submitted within no more than three days after the incident. Additionally, all subcontractors will be required to report any threats/incidents to the prime Contractor immediately after notifying the COR.