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MID-TERM PERFORMANCE EVALUATION OF COMMUNITY DEVELOPMENT FOR LICIT OPPORTUNITIES (CDLO)

FINAL EVALUATION REPORT

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Contractor: Panagora Group, Inc.

COR: Omar López

Authors: Hugo Navarro (Director of the Evaluation), Allison Benson (Thematic Expert), Lucía Llanes Valenzuela (Evaluation Specialist), Lizeth Molina (Quantitative Specialist), and Pablo Gutiérrez (Qualitative Specialist).

The following MEL Activity staff supported the report development: Orlando Gracia, Luisa Fernanda Cardona, Juan Guillermo Bedoya, Yazmín Medina, David Doncel, Javier Rodríguez, and Julieth Forero.

Panagora Group Contacts:

Ana María Rivera
Chief of Party
Carrera 7 No. 74B-36, Piso 6, Bogotá, Colombia
Email: arivera@panagoracolombia.net

Orlando Gracia
Lead Evaluation Expert
Carrera 7 No. 74B-36, Piso 6, Bogotá, Colombia
Email: ogracia@panagoracolombia.net

Majella van der Werf
Program Director
8601 Georgia Avenue, Suite 805, Silver Spring, MD, USA
Email: majellavanderwerf@panagoragroup.net

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ACRONYMS

ADS	Automated Directives System
AMELP	Activity Monitoring, Evaluation, and Learning Plan
ART	Agency for Territorial Renewal (<i>Agencia de Renovación del Territorio</i>)
CBI	Capacity Building Index (<i>Índice de Fortalecimiento de Capacidades</i>)
CBO	Community-Based Organization
CDLO	Community Development and Licit Opportunities Activity
CLA	Collaboration, Learning, and Adapting
COP	Colombian Peso
COR	Contracting Officer's Representative
DNP	National Planning Department (<i>Departamento Nacional de Planeación</i>)
FARC	Armed Forces of Colombia (<i>Fuerzas Armadas Revolucionarias de Colombia</i>)
GIS	Geographic Information Systems
GOC	Government of Colombia
IP	Implementing Partner
IPSOS	Institut Publique de Sondage de secteurs d'opinion
JAC	Community Action Board (<i>Junta de Acción Comunal</i>)
MEL	Monitoring, Evaluation, and Learning
OPI	Organizational Performance Index
PDET	Territorially Focused Development Program (Programas de Desarrollo con Enfoque Territorial)
PNIS	Comprehensive National Program for the Substitution of Illicit Crops (<i>Programa Nacional Integral de Sustitución de Cultivos ilícitos</i>)
SENA	National Learning Service (<i>Servicio Nacional de Aprendizaje</i>)
SOW	Scope of Work
USAID	U.S. Agency for International Development

ABSTRACT

The United States Agency for International Development (USAID) Colombia manages the Community Development and Licit Opportunities Activity (CDLO). The Activity was initiated in August 2017 to build the capacity of organizations in rural communities affected by Colombia’s internal armed conflict, working with government and private actors to implement social and economic development initiatives. The Monitoring, Evaluation, and Learning Activity (MEL) conducted a mid-term performance evaluation of CDLO to assess “the achievements of Community Development and Licit Opportunities Activity (CDLO) interventions, deliverables, and outcomes according to the work plan and theory of change and to what extent they are relevant based on the current national and local contexts.”¹

The evaluation included closed, closing, and ongoing CDLO activities as of September 30, 2020. Qualitative and quantitative information was collected between February 8 and August 5, 2021. The Implementing Partner (IP) provided information on sales (July 2021 cutoff), commercial alliances (August 2021 cutoff), and the Organizational Performance Index (OPI) (November 2021 cutoff). Implementing a mixed-methods approach, the evaluation found that CDLO has built networks of interdependence among community-based organizations (CBOs). These networks generated clusters of licit economic activities in areas with armed groups and incidences of illicit economic activities. CDLO has strengthened the capacities of CBOs by working with them to design and implement economic and infrastructure projects. CDLO’s support strengthened the organizational, productive, and commercial capacities of CBOs, including the construction of commercial partnerships. The evaluation also found that infrastructure projects executed jointly with Community Action Boards (JACs) responded to community needs and improved road infrastructure. These projects have been effective in strengthening the organizational capacities of CBOs, contributing to the efficient management of resources, the generation of surpluses to finance new projects, and CBOs’ legitimacy. As a result, these organizations are more prepared to execute future infrastructure projects. Moreover, the evaluation found that CDLO promoted the creation of dialogue networks with local actors and contributed to building trust and empowering communities to participate in planning and participatory spaces.

CDLO’s main challenges in the future include consolidating and expanding the commercial capacities of producer CBOs to further increase and sustain income generation. Other challenges include scaling and replicating the successful infrastructure project execution model with JACs. Implementing a robust strategy to systematize, socialize, and transfer the methodologies and lessons learned is also crucial, as is strengthening coordination with other actors and leveraging budgetary resources from various sources.

¹ See Annex VII. Scope of work of the mid-term performance evaluation of CDLO.

EXECUTIVE SUMMARY

This section summarizes the methodology, findings, conclusions, and recommendations of the mid-term performance evaluation of the Community Development and Licit Opportunities (CDLO) Activity.

COMMUNITY DEVELOPMENT AND LICIT OPPORTUNITIES (CDLO)

The United States Agency for International Development (USAID) Colombia's Office of Rural Economic Development manages the CDLO Activity under the Country Development Cooperation Strategy (CDCS) Development Objective 3. Tetra Tech is the implementer of this Activity. CDLO was initiated in August 2017 with the objective of “building capacity in rural communities affected by the conflict to become reliable and effective partners of the Government and the private sector for the implementation of comprehensive rural social and economic development initiatives, including the promotion of illicit crop substitution and alternative development.” The Activity comprises four strategic, connected, and synergistic components. These components aim to 1) strengthen local communities and CBOs, 2) promote sustainable economic development, 3) contribute to providing essential goods and services, and 4) engage in multilevel dialogues for development planning. CDLO works with three types of CBOs: economic development CBOs made up of organizations engaged in productive economic activities (hereafter referred to as “producer CBOs”); community action boards (JACs); and other CBOs, a category that comprises women’s groups, music groups, communications collectives, sports associations, and other community and civic groups. CDLO strengthens these CBOs’ capacities through hands-on exercises and specific projects related to development in their territories.

METHODOLOGY

This evaluation's main unit of analysis is CBOs, using a mixed-methods approach that combines qualitative, quantitative, and geographic analysis components.

The qualitative component sought to identify how the CDLO Activity generates processes and mechanisms that establish the results obtained by CBOs when interacting with local actors. The qualitative component sample includes 12 municipalities in nine departments. The evaluation team conducted 101 semi-structured interviews,² ten group sessions (focus group and social mapping), and ten ethnographic tours.

MELA collected data from actors involved in CDLO activities: CBOs, CDLO national and local staff members, territorial and national level government officials, and commercial partners.

The quantitative component sought to establish the experience, achievements, and results of participation in CDLO by CBO directors and members. The instruments of the quantitative component included two surveys. The surveys characterized the CDLO Activity using information provided by CBO directors and members. The sample included a census of 309 CBOs and used a non-probabilistic sample

² Semi-structured interviews offer the researcher considerable leeway in probing respondents, as well as maintaining the basic structure of the interview. Even if it is a guided conversation between researchers and interviewees, there is flexibility. The researcher can follow any idea or creatively take advantage of the entire interview.

design to gauge 1,090 members of CBO's. The firm IPSOS collected survey data between May 1 - August 5, 2021, across 37 municipalities, 35 corridors, and nine departments.³

Geographically, the evaluation team depicted the spaces in which interactions between CBOs took place and in which relationships among them existed. The qualitative component included ten social maps, surveys of CBO directors, and secondary data sources. The approach integrated qualitative and quantitative data into maps to analyze the dynamics of these variables in the territory.

The evaluation team triangulated evidence across the different methodologies to increase the robustness of the findings. The team also used different types and sources of representative evidence, which were identified when evidence was reiterated and repeated, as a means to identify trends. The evaluation team identified 52 findings from this analysis and derived 25 conclusions and 26 recommendations from the findings. The next section summarizes the main findings and conclusions.

MAIN FINDINGS AND CONCLUSIONS

QUESTION 1: HOW HAVE THE SOCIO-ECONOMIC, INSTITUTIONAL, AND POLITICAL CONTEXT IN CDLO'S AREAS AFFECTED THE CRITICAL ASSUMPTIONS, PERFORMANCE, AND EFFECTIVENESS OF THE FORMULATED ACTIVITIES?

The municipalities in which CDLO operates have high poverty levels compared to non-targeted municipalities. Security indicators such as murders, extortion, and the presence of illegal armed groups also reflect worse conditions for people in CDLO municipalities than for non-CDLO municipalities. Three out of ten CBO members declared that illicit economies are present in their *veredas*. The evaluation findings reflect that these contextual characteristics, especially security conditions, affected CDLO's activities in at least three ways: 1) they hindered CDLO's ability to intervene in targeted areas; 2) security conditions sometimes imposed delays or caused activities to be rescheduled; and 3) they caused CDLO to implement safety measures already used by community members in the areas (e.g., observing community curfews and visiting certain rural areas only when accompanied by community members) in an effort to protect Activity staff and partners.

CDLO activities generated clusters of licit economies when concentrated in areas with a lower presence of illicit crops and where economic, social, and infrastructure projects were implemented.

The territories in which CDLO operates overlap considerably with areas prioritized for the Government of Colombia's development activities under Colombia's 2016 Peace Agreement. Communities have mostly positive expectations regarding projects such as the Territorially Focused Development Programs (PDETs), and CDLO's interaction with local and national actors allowed for activities to be aligned to the needs and nuances of the communities; however, limitations in infrastructure and provision of basic services, as well as the low levels of institutional capacity across these territories, have affected the establishment, development, and results of CDLO activities.

³ CDLO employs a territorial development approach, which focuses on spaces that share common conditions among or within *veredas* – rural sub-municipal territorial divisions analogous to a small rural neighborhood – of one or more municipalities. The Activity refers to these spaces as corridors and aims to connect actions and facilitate synergies between them at local, regional, and national levels

CDLO has been successful in adapting the design and operation of the Activity to the characteristics of the territories. As seen during the COVID-19 pandemic, the Activity leveraged previous knowledge and experiences and adapted to changing contexts.

QUESTION 2: WHAT CAPACITY-BUILDING EFFECTS ARE SEEN IN COMMUNITY GROUPS AND PRODUCER ORGANIZATIONS THAT BENEFITED FROM CDLO'S ACTIVITIES?

CDLO has strengthened the internal capacity of CBOs through a strategy based on the direct participation of CBOs in the design and implementation of territorial development activities. In particular, JACs have acquired the capacity to efficiently manage resources in the execution of infrastructure initiatives, improving their human, physical, and financial resource management, and promoting the formalization of contracting relationships. As a result, JACs reported having the capacity to continue executing infrastructure projects, although few have been involved in new projects. Uncertainty exists about whether JACs have the resources to contract engineering and accounting professionals to execute future projects.

Producer CBOs reported strengthened organizational, technical, productive, and commercial capacities. Joint work, commercial alliances with private partners, and hands-on work to design and implement strategies to respond to market demands have been crucial for capacity building.

Other CBOs have also increased their capacity to support and complement territorial development, strengthening their planning processes and diversifying their activities. In addition, CDLO built capacity among young people and promoted a generational change in CBO leadership.⁴

Through CDLO's capacity building and the design and implementation of territorial development projects, the evaluation showed that the Activity promotes a culture of legality and formality and enhances the social fabric in the targeted territories.

Despite this progress, the need to enhance the capacity-building process remains – including the need to enhance technical capacity and CBO's ability to access financial resources. Despite these advances, there are challenges to strengthening, scaling, and achieving sustainable commercial partnerships that increase income generation.

QUESTION 3: HAS CDLO'S INTERVENTION BEEN EFFECTIVE IN CREATING A LOCAL ENVIRONMENT CONDUCIVE TO A LICIT ECONOMY IN THE TARGETED REGIONS?

CBOs perceive a positive and improving economic environment and perceive CDLO activities as an opportunity to reduce the influence of illicit economic activities and to create clusters of licit economic activities.

CDLO has contributed to strengthening local economic development through social and productive capacity-building and through improvements in road infrastructure that have reduced travel time and

⁴ The evaluation team classified CBOs into three categories: i) producer organizations, which refers to economic development and commercial organizations; ii) JACs, referring to community organization boards; and iii) Other CBOs, referring to cultural and sports groups, youth associations, communication collectives, among others. When relevant, the evaluation team disaggregated the analysis into these three categories.

costs. CDLO's contribution to economic development has benefited CBOs and the communities to which they belong.

Although most producer CBOs engage in traditional economic activities,⁵ CDLO has financed mainly non-traditional economic activities including rural tourism, gastronomy, jewelry making, and musical instrument-making, contributing to the diversification of local economies. CDLO has also stimulated income generating activities for producer CBOs, promoted the participation of young people, and contributed to reviving ancestral traditions.

CBOs perceive the relevance of CDLO as the main actor providing economic contributions, even when compared to institutional actors such as the government, the private sector, and other international development programs. CDLO has leveraged essential resources in the target territories; however, additional investments from various actors could be leveraged and coordinated. For example, access to rural goods and services, including internet and technical assistance, remains limited.

While there have been improvements in the sales and income generation of producer CBOs, challenges remain with regard to strengthening, expanding, and sustaining commercial opportunities, as only around half of CBOs surveyed reported having current commercial agreements or experiencing increased sales. Opportunities exist to strengthen follow-up data collection on the economic outcomes of CBOs that participated in CDLO activities in order to identify areas for improvement.

Producer CBOs that have not generated income identified challenges such as a lack of access to financial resources (the CDLO intervention model did not provide this service) and a lack of equipment, technical assistance, training, and connections to forge partnerships.

CDLO has rigorously complied with USAID's environmental requirements and Colombian environmental regulations. However, the intervention model did not include specific actions related to environmental practices, which CBOs developed independently. These practices could be supported as a mechanism to strengthen added value through compliance with environmental standards that some markets may demand.

QUESTION 4: HOW EFFECTIVE HAS THE ACTIVITY'S MODEL TO PROVIDE GOODS AND SERVICES BEEN IN REACHING ITS RESULTS?

CDLO's model of executing public projects through JACs has been successful. Most CBOs have participated in infrastructure projects' design, execution, and follow-up. In addition, JACs have become more efficient in managing financial resources, with some even generating surpluses to finance new projects. These improvements in management have helped JACs gain internal and external legitimacy to carry out future infrastructure projects, although most have not carried out additional projects.

CDLO's goods and services provision projects have responded to the needs of CBOs and their communities. The Activity is recognized as the main actor supporting the maintenance of infrastructure.

⁵ According to comments on the presentation of findings and conclusions of the evaluation prepared by CDLO in November 2021, "the traditional economy involves all agricultural and agro-industrial activities with an innovative and market approach, while the non-traditional economy involves community tourism chains, creative industries and communication groups."

In addition, through road improvements and the provision of utilities in schools and community centers, CDLO has contributed indirectly to increasing access to essential services.

Despite CDLO's contribution to providing goods and services, low coverage and limited access to services remains prevalent in CDLO municipalities and corridors.⁶ This challenge requires coordinated actions by different actors to leverage budgetary resources from other sources, which go beyond the Activity's scope.

QUESTION 5: HOW EFFECTIVE HAVE THE MULTILEVEL DIALOGUE MECHANISMS BEEN IN FOSTERING COMMUNITY PARTICIPATION AND INCREASING THE IMPACT OF TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT DECISIONS?

The evaluation found that developing infrastructure projects with CBOs represented an initial step in building the trust required to engage actors in multilevel dialogues. Multilevel dialogue mechanisms have built and strengthened networks between CBOs, including horizontal linkages between producer CBOs working in traditional economic sectors and producer CBOs in non-traditional sectors, and between producer CBOs and other types of organizations (e.g., community communications collectives). The networks formed by CDLO-beneficiary CBOs have enabled the establishment of thriving clusters of licit economic activities where, in the past, relationships, communication, and cooperation among actors were affected by armed conflict.

CDLO has successfully built capacity, opportunities, and trust, which enables CBOs to establish better relationships with various public and private sector actors.

CDLO's communication strategies have contributed to redefining the collective identity of stigmatized municipalities, generating a sense of belonging, pride, and self-worth. However, an opportunity remains to continue supporting and increasing these strategies' scope.

QUESTION 6: HOW EFFECTIVE HAS CDLO'S CONTRIBUTION BEEN TO THE REGIONAL DEVELOPMENT STRATEGY DEVISED AND IMPLEMENTED BY THE GOVERNMENT OF COLOMBIA THROUGH DIFFERENT PLANNING INITIATIVES?

CDLO has promoted the participation of CBOs in formal local engagement and planning spaces and has supported coordination and linkages with territorial and national government entities. However, in the context of CBOs working with limited infrastructure, limited provision of basic services, and low levels of institutional capacity, opportunities exist to further strengthen the process of creating connections to implement territorial development initiatives.

Various actors recognize CDLO methodologies as valuable. There is potential for these methods to be systematized and transferred to different national and local actors to share lessons and intervention models that can be scaled and replicated to other programs and public policies.

⁶ Some variables and indicators were calculated at corridor level.

EVALUATION PURPOSE

This mid-term performance evaluation’s purpose is to assess the achievements, outputs, and outcomes of the United States Agency for International Development (USAID) Colombia Community Development and Licit Opportunities Activity (CDLO) under the Activity work plan and the theory of change, establishing their relevance in the current Colombian national and local contexts.

The evaluation provides data and analyses to determine the extent to which CDLO is achieving its stated objective of “building the capacity of rural communities affected by the armed conflict to become reliable and effective partners of the Government and the private sector for the implementation of comprehensive rural social and economic development initiatives, including the promotion of illicit crop substitution and alternative development.”⁷

The evaluation is structured around six questions that address the influence of national and local contexts on CDLO's effectiveness, its achievements in generating community capacity, its contributions to economic development and the provision of goods and services, as well as its progress in promoting multilevel dialogue among relevant stakeholders towards development planning and its contribution to national and territorial policies and programs.

ACTIVITY DESCRIPTION AND BACKGROUND

USAID Colombia manages the CDLO Activity under Development Objective 3 of the Colombia Country Development Cooperation Strategies for 2014-2018 and 2020-2025. Tetra Tech implements the Activity. CDLO was launched in August 2017 to build capacity in rural communities affected by Colombia’s internal armed conflict, working with government and private actors to implement social and economic development initiatives. The achievement of CDLO's objectives contributes to improving relationships and interactions between the state and the community, an important development challenge in post-conflict areas. In addition, CDLO aims to increase levels of trust and legitimacy in communities to generate social capital and promote more community engagement in the public sphere and in productive activities. CDLO is implemented in 51 municipalities with a high presence of armed groups, illicit crops, and security issues.⁸ These municipalities are located in nine departments across six regions. Four of these regions account for 88 percent of CDLO’s activities, with their respective shares ranging from 19 to 27 percent of all activities.⁹ 11 percent of the activities take place in the remaining two regions.¹⁰ CDLO employs a territorial development approach which focuses on spaces that share common conditions among or within *veredas* – rural sub-municipal territorial divisions analogous to a small rural neighborhood – of one or more municipalities.¹¹ The Activity refers to these spaces as

⁷ CDLO Activity Monitoring, Evaluation, and Learning Plan, page 7

⁸ Source: Mission System as of September 30, 2020.

⁹ These regions are the Southwest (comprising the departments of Nariño and Cauca); Central I (comprising the departments of Caquetá and Putumayo), with the largest single investment share of all regions at 29.0 percent; Central II (comprising the departments of Meta and Guaviare); and North (comprising the departments of Antioquia and Córdoba).

¹⁰ These regions are the Northeast (Norte de Santander, with 2.0 percent of activities and 2.2 percent of investment), and the National level (i.e., activities implemented in all regions without regional tailoring, such as trainings on budget preparation) with 9.0 percent of activities and 12.0 percent of investment. The information is included as of September 30, 2022.

¹¹ In Annex IV. Detailed Methodology, the territorial development model is presented. A *vereda* is the smallest territorial/administrative division in Colombia. Although some *veredas* are located in peri-urban areas, and while they may contain a hamlet as a kind of nucleus, *veredas* are overwhelmingly rural, with households scattered at a distance from one another within a largely rural landscape.

corridors and aims to connect actions and facilitate synergies between them at local, regional, and national levels.

CDLO implemented 129 activities between its implementation and September 30, 2020.¹² The main components are as follows: 41 percent relate to socioeconomic development; 34 percent to infrastructure and public service improvement; 12 percent to creating multilevel dialogue mechanisms; 12 percent to strengthening community organizations; and one percent to cross-cutting activities. The economic development component and provision of goods component each account for 41 percent of a total USAID investment of COP 68,649 million.¹³

The direct beneficiaries of CDLO are 425 community-based organizations (CBOs) in the intervention territories.¹⁴ Three types of CBOs participated in the Activity: producer organizations, community action boards (JACs), and a range of civic and cultural groups, including women's groups, youth groups, sports associations, and communication collectives, which the evaluation refers to as Other CBOs.

Of these CBOs, 45.4 percent are linked to the economic development component (producer CBOs); 33.6 percent to the provision of goods and services (JACs); 14.2 percent to strengthening organizations; and the remaining 6.8 percent to the creation of multilevel dialogue mechanisms.

The Activity established four strategic, articulated objectives, which aim to complement each other and create synergies that broaden the impact of the Activity.¹⁵ Each objective is directly connected to a CDLO component, presented below.

CDLO COMPONENT I. Strengthening local communities and CBOs (referred to herein as organizational capacity building) that have been affected by the conflict, as well as strengthening government actors acquiring capacities and empowering them to become reliable partners for the implementation of local development activities. CDLO contributes to capacity building in business management, customer service, marketing and communication strategies, information and communication technology, and management of commercial events such as trade fairs. CDLO tailors its capacity building activities to the type of CBO and the CDLO activity in which CBOs engage. Under the CDLO model, CBOs strengthen their capacities mainly through hands-on exercises, engaging in designing and implementing productive and infrastructure-related activities with guidance from CDLO.¹⁶ Organizational capacity building is understood as a cross-cutting axis that enables other objectives and components of CDLO. 80 percent of CDLO CBOs are involved in the Activity's other three components (i.e., economic, infrastructure, and communications) to implement the organizational capacity-building component.¹⁷ Of the surveyed CBOs, 42.7 percent are linked to the economic component, with 76.5 percent of these being agricultural producers. In turn, 32.2 percent of the CBOs are related to infrastructure activities, with 95.6 percent of these being JACs. The remaining 20.1 percent of CBOs participate in the capacity strengthening and multilevel dialogue components. Among

¹² This evaluation was carried out based on this group of activities, which are classified as closed, in closure, and in execution. This information was taken from Mission Activity, October 1, 2021.

¹³ The remaining 17.6 percent of investment resources correspond to 9.4 percent for the creation of multilevel dialogue mechanisms; 8.1 percent for strengthening of community organizations; and 0.1 percent for cross-cutting activities.

¹⁴ Source: Mission System as of September 30, 2020.

¹⁵ Document Section C of the contract update, page 1.

¹⁶ Economic and infrastructure component activities represent 82.5 percent of the resources invested in CDLO.

¹⁷ There are three types of CBOs: producer organizations, JACs, and Other CBOs (which include organizations such as communications collectives, youth groups, sports groups, and women's groups).

other CBOs, 31.9 percent participate in the economic component and 8.5 percent in the infrastructure component. The other CBOs were involved in organizational capacity building and multilevel dialogue activities.

The implementation of CDLO activities allows producer CBOs to manage elements of the creation or consolidation of their businesses, such as problem-solving to promote value chains, marketing, or the representation of their members.¹⁸ For JACs, the implementation provides hands-on experience in the provision of goods and services, as well as in exercising effective oversight.

Capacity building is a cross-cutting component of CDLO's model. CDLO's premise is that “a strengthened CBO will be better at providing services to its members and communities. This promotes cooperation among citizens and results in [a greater sense of belonging and connection to] the territory and greater integration with the public and private sectors.”¹⁹ In other words, the CDLO model considers a strengthened CBO to be a more capable and effective partner to the public and private sectors.

CDLO COMPONENT 2. Linking organized communities to provide essential goods and services and improve and maintain infrastructure in conflict-affected areas (referred to herein as the provision of goods and services). Under this component, CDLO facilitates links between CBOs to develop social and productive infrastructure projects and provide goods and services. Through their work, CBOs contribute to the development and viability of the activities. Through hands-on exercises, the CBOs involved in this component, almost all of which are JACs, participate in the definition, design, implementation, and oversight of infrastructure works. Through this experiential learning (learning-by-doing) process, the JACs acquire the necessary technical, administrative, and organizational capacities to actively manage new agreements for small infrastructure projects with territorial and national entities and the private sector.²⁰ In addition, the infrastructure component of CDLO helps build initial trust in communities because it allows the Activity and the JACs to demonstrate a tangible achievement to the targeted communities.

CDLO COMPONENT 3. Establishing links between producer organizations, local associations, productive partnerships, and local and regional businesses through the design and implementation of rural development activities (in traditional, non-traditional, and infrastructure sectors of the economy). The rural development activities align with the productive vocation of the territory (that is appropriate to the local context in productive and cultural terms) to promote sustainable economic development in conflict-affected areas (referred to herein as economic development). This component also promotes and strengthens partnerships and supply chains linking entrepreneurs, producers, and local and national markets. Thus, it seeks to help build the conditions for inclusive rural economic growth and development opportunities to solidify a lasting and sustainable peace. CBOs that participate in this component strengthen their capacities through hands-on exercises as they develop their productive activities.

¹⁸ Comments on the presentation on findings and conclusions of the evaluation prepared by the implementing partner. The representation of its members refers to matters related to the business of the CBOs, as well as in different spaces of participation and decision with the public and private sectors.

¹⁹ CDLO. Monitoring and evaluation guide. Page 42.

²⁰ Ibid.

CDLOs' activities seek to respond to rural communities' expectations and promote licit and sustainable economic growth through strengthening and innovating traditional and non-traditional economies and encouraging the development of licit economic clusters in the corridors. Boosting local economies entails providing technical and organizational services and infrastructure to support the development of productive activities directly, which also depends on linking producer groups to markets through private sector partners. Producer CBOs are the leading actors of CDLOs' economic component, which aims to contribute to capacity building, improve productive activities, and the establish commercial agreements.

CDLO COMPONENT 4. Community engagement in multilevel dialogues for development planning in conflict-affected areas (referred to herein as the creation of multilevel dialogue mechanisms). Strengthening communication mechanisms between the state and local communities establishes community organizations as legitimate representatives who can develop effective dialogue channels and partnerships with other actors. This enables communities to engage in decision-making and management processes related to territorial development.²¹ These dialogues allow organizations to develop relationships and influence government and private sector actors. Engaging in dialogues with other actors allows JACs to adopt procurement models for small public and private infrastructure projects, leveraging funds from foundations, oil companies, and other organizations. With the guidance of CDLO and an experiential learning approach, the JACs generate the capacity to develop infrastructure projects. CDLO also facilitates capacity building for communications collectives to design and disseminate messages and promote the productive activities and the provision of goods and services developed by the CBOs in other CDLO components. CDLO does not intend for communications collectives to lead multilevel dialogue processes.²² Instead, these collectives promote communication for the distribution, promotion, design, and marketing of local processes and brands that contribute to development.

Multilevel dialogue is the transversal component of CDLO, which seeks to connect and consolidate its four components. Multilevel dialogue creates synergies between the different elements of CDLO (objectives, components, activities, and actors) and promotes the sustainability of the Activity. CDLO's purpose is to strengthen the capacities of CBOs through hands-on exercises, participation in decision-making on infrastructure site selection and design of activities, as well as in the implementation and community oversight of activities. It ultimately aims to achieve (without this being an expected result of CDLO) community management and participation in decisions that concern territorial development.

²¹ Comments on the presentation on findings and conclusions of the evaluation prepared by the implementing partner.

²² Ibid

EVALUATION QUESTIONS AND METHODOLOGY

This evaluation answers the six questions outlined in the Scope of Work document. Each of the questions considers the context and scope.²³ This section presents each evaluation question (in red) and the information, data, and other inputs used to answer each question.²⁴ The evaluation team defined an evaluation methodology and an evaluation matrix in line with the objectives and conditions of CDLO implementation. The evaluation team also established the evaluation categories of analysis for each question.

EVALUATION QUESTIONS

Q1. HOW HAVE THE SOCIO-ECONOMIC, INSTITUTIONAL, AND POLITICAL CONTEXTS IN CDLO'S AREAS AFFECTED THE CRITICAL ASSUMPTIONS, PERFORMANCE, AND EFFECTIVENESS OF THE FORMULATED ACTIVITIES?

CRITICAL ASSUMPTIONS. The activities carried out by CDLO are based on five critical assumptions:

- CDLO activities should employ an approach that meets the needs of the geographic corridors, incorporating the differences across populations and infrastructure and enhancing rural investment.
- The success and sustainability of CDLO activities largely depend on the security conditions that the Government of Colombia can provide in the corridors.
- Infrastructure limitations and low levels of investment in the corridors should be considered within CDLO activities.
- Creating synergies and collaborative contributions among actors to compensate for the territories' limited resources and rural infrastructure needs is important; and
- CDLO prioritizes local corridors according to their strategic importance and security levels. The evaluation assesses CDLO's performance and effectiveness, considering how the corridors' context affects CDLO implementation to answer this evaluation question.²⁵

CONTEXT VARIABLES. The evaluation approaches the analysis of the context using the following four categories of variables: 1) social coexistence and conflict related to public security; 2) illicit rural economies related to illicit crops and drugs, illegal mining, and other illicit economic activities; 3) political and institutional context, addressing institutional services within the framework of the Peace Agreement; and finally, 4) the municipal socioeconomic context, which includes multidimensional poverty levels, the coverage of social services, employment, and income growth variables, and the effects of COVID-19.

²³ See Annex VII. Evaluation Scope of Work, Evaluation Questions section.

²⁴ In Annex IV. Detailed Methodology, the design matrix is presented and details on how the evaluation team answered each question are presented.

²⁵ The evaluation team defined effectiveness as the fulfillment of the Activity's objectives.

Q2. WHAT CAPACITY-BUILDING EFFECTS ARE SEEN IN COMMUNITY GROUPS AND PRODUCER ORGANIZATIONS THAT BENEFITED FROM CDLO'S ACTIVITIES?

CAPACITY STRENGTHENING VARIABLES. The evaluation team defined two categories of analysis to structure the findings: 1) organizational capacity (e.g., governance, administrative, planning, human resources, and financial management) and 2) social and community capacity (e.g., community ties, conflict management, trust, shared values, and visions for territorial development). The evaluation team also identified CDLO strategies and capacity-building tools (e.g., selecting participants, methodologies, scope, and achievements).

Q3. HAS CDLO'S INTERVENTION BEEN EFFECTIVE IN CREATING A LOCAL ENVIRONMENT CONDUCIVE TO A LICIT ECONOMY IN THE TARGETED REGIONS?

ECONOMIC DEVELOPMENT VARIABLES. The evaluation team applied three categories of analysis for economic development: 1) the harnessing of economic opportunities related to the diversification of productive activities, innovation processes, and the assessment of local assets; 2) boosting the local economy, which is associated with linking markets, capacity support services (technical, financial, and commercial), and developing productive and social infrastructure to support the licit economy; and 3) the economic, financial, social, and environmental sustainability of activities.

Q4. HOW EFFECTIVE HAS THE ACTIVITY'S MODEL TO PROVIDE GOODS AND SERVICES BEEN IN REACHING ITS RESULTS?

INFRASTRUCTURE VARIABLES. The evaluation team established two categories of analysis for infrastructure projects: 1) provision of public social goods and services (i.e., access, coverage, functionality, and quality of the services provided); and 2) community involvement in the provision of goods and services (experiences of communities in the provision of goods and services and related coordination with the institutional framework).²⁶

Q5. HOW EFFECTIVE HAVE THE MULTILEVEL DIALOGUE MECHANISMS BEEN IN FOSTERING COMMUNITY PARTICIPATION AND INCREASING THE IMPACT ON TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT DECISIONS?

MULTILEVEL DIALOGUE VARIABLES. The evaluation team established two categories of analysis: 1) multilevel dialogue mechanisms between CBOs, and 2) multilevel dialogue mechanisms with the public and private sectors. These categories address variables related to networking, community relations with interest groups, communication for development, citizen participation, and coordination and connection processes.

Q6. HOW EFFECTIVE HAS CDLO'S CONTRIBUTION BEEN TO THE REGIONAL DEVELOPMENT STRATEGY DEvised AND IMPLEMENTED BY THE GOVERNMENT OF COLOMBIA THROUGH DIFFERENT PLANNING INITIATIVES?

THE CDLO MODEL assumes that in the local context and through participation or involvement in existing public policy planning processes, CBOs and institutional and private sector partners can create

²⁶ The institutional framework refers to local level institutions in charge of developing public works or interventions, such as mayors' offices and municipal secretariats.

synergies to enhance the scope of the activities developed. Question six assesses how the different community actors linked to CDLO have contributed to the development of this model in the territories. It is worth noting that this development contribution is not an expected purpose for all the activities carried out by CDLO, nor does CDLO intend to influence public policy directly. Instead, the evaluation understands CDLO's contribution to the territorial development strategy as enabling the Activity's CBO beneficiaries to participate in the planning processes of existing public policy.

TERRITORIAL CONTRIBUTION VARIABLES. The evaluation team approached this question using three categories of analysis: 1) the Activity's contribution to the design of public policy (diagnoses and formulation of territorial development plans, programs, or works at the national, departmental, and municipal levels); 2) contribution to implementation through complementary investments or co-financing from different levels of government; and 3) the revision or reframing of public policy through CDLO's conceptual, methodological, operational, and evaluative contributions based on its intervention methodologies.

EVALUATION METHODOLOGY

The evaluation is designed to address the results of CDLO's objectives related to its direct beneficiaries, the CBOs carrying out social and economic activities in the geographic corridors. The geographic corridors are made up mainly of intra-municipal groupings of *veredas*. The evaluation includes 129 completed or in-progress activities as of September 30, 2020.²⁷

The methodological approach of the evaluation was designed as a mixed-methods design, combining three components: qualitative, quantitative, and geographic. This design allows the identification, assessment, and in-depth understanding of relationships between variables, using a variety of primary and secondary data collection instruments and analytical methods. The methodological approach to answering the evaluation questions was structured based on two principal elements: 1) aspects common to all evaluation questions (i.e., those systematically used to address each of the evaluation questions, such as the calculation and analysis of indicators from the surveys applied and triangulation with qualitative information from interviews and group activities), and 2) specific elements applied to some of the questions according to their characteristics and the purpose of analysis (e.g., the development of regression models to find variables that were associated with the strengthening of economic activities).²⁸

QUALITATIVE COMPONENT

The qualitative methods used in the evaluation are intended to provide detailed data on how the CDLO intervention generates processes and mechanisms that determine the CBOs' results when interacting with local actors in the geographic corridors. The analysis uses a value mapping framework focused on the following: captured value, lost value, destroyed value, new opportunities for value generation, and territorial competitiveness. "Captured value" refers to positive benefits generated by CDLO for each CBO or in its context (i.e., within a corridor).²⁹ "Lost value" refers to inefficiencies in CDLO's

²⁷ Of these 129 activities, 53 are economic, 44 are related to infrastructure, 16 with multilevel dialogue, 15 with CBO strengthening, and one is cross-cutting.

²⁸ Annex IV. Detailed Methodology includes the evaluation matrix, which specifies how the team approached each of the questions and the informants for each dimension of the analysis. Annex V. Instruments includes the data collection tools and Annex VI. Data Sources includes the quantitative sample and data sources.

²⁹ See Annex IV. Detailed Methodology, Qualitative Data Analysis section.

interactions with CBOs or missed opportunities that do not allow CBOs to improve the situation of beneficiaries. Lost value is associated with perceptions of CDLO's interactions with CBOs that could have been stronger and may be related to bottlenecks including lack of capacity, low follow-up on activities, or lack of a connection among actors. "Destroyed value" refers to negative assessments of the organizations' interactions with CDLO and is associated with reputational risks for CDLO and/or actions that generate conflicts between organizations and/or individuals. "New opportunities for value generation" refers to CBO proposals for process optimization, improvement of individual living conditions, and/or new forms of action for the organizations. Finally, "territorial competitiveness" is understood as a shared perspective regarding the territory based on elements such as endogenous development potential, valuation of the territory's resources, relationships among the actors involved, and innovation.

SAMPLE

The evaluation team applied six criteria to select the 12 municipalities across nine departments, which made up the qualitative sample for the evaluation: geographic coverage, level of execution, diversity of activities, access to corridors, CDLO funding, and private sector investment.³⁰

The evaluation team conducted 101 semi-structured interviews, ten group sessions (focus group and social mapping), and ten ethnographic tours between February 8 and April 19, 2021.³¹ The team collected information from the actors involved in CDLO activities: CBOs, the CDLO team, the territorial and national government implementers, and commercial partners.³² The topics addressed in the different interviews, sessions, and ethnographic tours were defined according to the characteristics of each question, the conceptual and analytical criteria established in the evaluation design matrix, and the relevance of the stakeholders for different aspects.

ANALYSIS

The evaluation team analyzed the qualitative information at two levels: 1) coding of the transcripts using Nvivo Release 12 software according to a codebook divided into 19 categories (four cross-cutting, 14 thematic, and one synthetic),³³ which organized the interviewees' assessments according to conceptual criteria of the evaluation questions as defined in the evaluation matrix; and 2) a thematic analysis plan which supported coding of 121 transcripts, through which 55 thematic reports were generated. The evaluation team also generated 11 territorial reports. These reports formed the basis for creating analytical matrices and reports by question and corridor, text analysis, and four case studies that examined good practices associated with the different components in different territories.³⁴ Finally, the

³⁰ El Tambo (Piloto), Puerto Libertador, San José del Guaviare, Tarazá, Samaniego, Guapi, Timbiquí, El Tarra, San José del Fragua, La Macarena, Tumaco and Valle de Guamuez (See Annex VI, Interviews and Group Activities Section, Table 9, page 231).

³¹ Ethnographic tours are a methodology for field visits. The evaluation team used the tours to learn about CDLO activities and their progress, which included observation and ethnographic interviews with the population. The tours in the corridors were mainly focused on infrastructure, productive activities, and cultural, sports or communications collectives.

³² See Annex VI. Data Sources, Interviews and Group Activities Section.

³³ The codebook is shown in Annex IV. Detailed Methodology, Qualitative Data Analysis section.

³⁴ See Annex II. Supplemental Analysis and Data. The case studies sought to describe and understand in depth a significant experience for the community and for CDLO, considering both positive elements and aspects that could be strengthened. The cases were chosen intentionally, not randomly, seeking to examine a diversity of activities and contexts. Four case studies were chosen in which one or more evaluation questions were explored in depth according to the specific characteristics of each case. The Guapi case study addresses evaluation questions 2 and 5; Samaniego 3, 4 and 5; San José de Fragua 2 and 3; and Valle del Guamuez 1 and 3.

evaluation team used visualizations such as word clouds to analyze texts by identifying the most relevant words.

QUANTITATIVE COMPONENT

The evaluation team used a quantitative approach to establish the experience, achievements, and results of CBO participation, drawing on information that CBO directors and members provided. The directors and members are the direct beneficiaries of the CDLO Activity and are, therefore, best suited to account for their CBO's participation in the Activity. To this end, the evaluation team designed two surveys to examine relevant topics related to various aspects of each question as defined in the evaluation design matrix. A director survey focused on characterizing CBO directors, exploring CBO characteristics and capacities in detail, and the description and contributions of the activities CDLO supported. A member survey focused on the characterization of the members and the CBO, detailing the day-to-day links between the members and the CBO and the characteristics and contributions of the activities CDLO supported. The evaluation team asked similar questions in both surveys, which allowed the team to compare the perspectives of the two informant types. The evaluation team identified directors and members from lists compiled by the Activity and supplemented them with information gathered by the independent firm in charge of applying the surveys.

SAMPLE

The evaluation team planned a census to administer the survey of CBO directors, which resulted in the application of 309 director surveys.³⁵ For CBO members, the evaluation team conducted 1,090 surveys, with an average of 3.5 members surveyed per CBO, based on a non-probabilistic sample design.³⁶ The data was gathered by the firm IPSOS from May 1 to August 5, 2021, across 37 municipalities, 35 corridors, and nine departments.³⁷

ANALYSIS

The evaluation team applied descriptive statistics in the quantitative analysis, which allowed the team to estimate differences by type of CBO, region, and component. The evaluation team also performed statistical regression analyses to find associations between variables and carried out network analyses to understand the relationships among CBOs.³⁸ Finally, the evaluation team used network analyses to identify synergies and linkages among CBOs and define these connections as elements that affected or enabled the strengthening of licit economy clusters, which was the expected result of CDLO.

³⁵ For the Census of CBOs, 73 percent of the CBOs were surveyed. The details on the CBO director sample and data collection are shown in Annex VI. Data Sources.

³⁶ Since the direct beneficiaries of the CDLO are the CBOs, the registered contact information is that of the relevant CBO, not of its members. The evaluation team did not have contact information for most of the people registered as members of the organizations and, for this reason, applied a non-probabilistic sampling method. That means that the selection of the members was not random but used a snowball or referral methodology. The details of the sample design are included in Annex VI. Data Sources, Survey section.

³⁷ These municipalities, corridors, and departments correspond to those where the CBOs director surveys were effectively applied.

³⁸ The purpose is to understand the partnerships in terms of linkages, collaborative work, and synergies generated among CBOs that have an impact on the strengthening of clusters of licit economic activities. To estimate the results of the intervention, the evaluation team sought to establish the relationship between variables using regression models, including ordinary least squares, logit, ordered logit, multinomial logit, and Poisson regression. Annex IV. Detailed Methodology, Quantitative Methodology section includes the quantitative methodologies applied to each of the evaluation questions and a description of each.

The evaluation team complemented the evidence gathered in surveys with data from secondary sources, including figures from the Activity's monitoring system, which is called Mission. In particular, the evaluation team drew on data from the implementing partner's data management system (called Monitor) that tracked CBO sales, partnerships, and organizational performance and on official statistics from the municipal level published by public entities, including the National Administrative Department of Statistics, the National Planning Department, and the Ministry of Defense. In addition, the evaluation used the National Administrative Department of Statistics Population Census data disaggregated by CDLO corridors. These sources enriched the evidence and findings gathered from primary sources. Moreover, they allowed the evaluation team to define and compare the corridors where CDLO operated and other similar geographic areas in terms of socioeconomic context, levels of violence, security, and access to basic services.

GEOGRAPHIC COMPONENT

The geographic component's purpose was to identify the spaces where CBOs engage with one another. The geographic approach created ten social cartographies through a qualitative geographic tool that invites participants to develop a representation of the territory collectively.³⁹ The analyses included integrating qualitative and quantitative data into maps to analyze the dynamics of these variables in the territory.⁴⁰

TRIANGULATION

The evaluation team triangulated data from the different methodologies applied (quantitative, qualitative, and geographic) among survey respondents, interviewees, and participants in group activities and primary and secondary sources. The evaluation team included quantitative, qualitative, and geographic evidence throughout the report. This evidence is representative of the contributions of actors who participated in the evaluation and often shared similar information or themes, allowing the evaluation team to identify a general tendency. In other words, the evidence presented is not based on single, individual positions but represents responses that were repeated and reiterated by survey respondents, interviewees, and focus group participants.

LIMITATIONS OF THE METHODOLOGY

The evaluation faced limitations. The team was not able to access any centralized list of CBO member names and contact information. The evaluation team, therefore, implemented a snowball methodology to establish the number of CBO members and to identify and contact three or four members of each CBO who knew the CDLO Activity. This meant that the CBO member's survey sample was not randomly selected, and a probabilistic design was impossible. This also made identifying, finding, and engaging with CBO members difficult. Other challenges included delays in initiating fieldwork and being unable to reach all the municipalities due to mobility restrictions caused by the COVID-19 pandemic, the national strike of 2021, and security issues. Insufficient information on CBOs' economic activity (in

³⁹ Focus group participants were grouped according to the CDLO activity in which they were involved and were given maps of the corridor where their activity takes place. Participants placed visual elements on a map to describe the activities that have been developed in their territory and to identify variation and changes over time.

⁴⁰ The detailed methodology is shown in Annex IV. Detailed Methodology, Spatial Analysis Approach section.

particular, quantities produced, revenues, costs, and profits) represented a limitation for a more precise analysis of CBOs' economic performance.

RISKS OF THE EVALUATION

One potential risk for the evaluation was the possibility that national government entities would not provide the information that the evaluation team requested. This would have limited the scope of the evaluation team's characterization of and comparisons between municipalities targeted by CDLO and those not. A few public entities did not provide the requested information, but collecting the information sought through other publicly available studies was possible.

Another potential risk was that the evaluation team would not be able to collect qualitative data and that this would detract from the understanding of the situation that the team might gain by observing CDLO-targeted municipalities. Ultimately, however, the evaluation team was able to carry out field visits.

EVALUATION FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section contains the findings, conclusions, and recommendations from analyzing the qualitative, quantitative, and geographic data gathered for each evaluation question. This section has six subsections, one for each evaluation question. Each subsection uses the same structure: it begins by presenting the evaluation question (in red), followed by the findings, then the conclusions, and ends with the recommendations.

EFFECT OF THE CONTEXT ON THE CDLO

Q1: HOW HAVE THE SOCIO-ECONOMIC, INSTITUTIONAL, AND POLITICAL CONTEXT IN CDLO AREAS AFFECTED THE CRITICAL ASSUMPTIONS, PERFORMANCE, AND EFFECTIVENESS OF THE FORMULATED ACTIVITIES?

FINDINGS

F.1.1. The CDLO-targeted territories have high levels of poverty and violence, as well as the presence of armed groups and illicit crops. The municipalities in which CDLO operates have high poverty levels compared to non-target municipalities in the same departments. In 2018, multidimensional poverty was 15 percentage points higher, according to the National Administrative Department of Statistics database. In addition, social services coverage is insufficient. For example, in 12 of the 51 municipalities where CDLO operates, less than 5 percent of the population has access to higher education. In only two municipalities, 16 percent and 20 percent of the population reach this level of education. Additionally, in CDLO municipalities, between 26 percent and 50 percent of the population is earning income, including through self-employment.

The eight security indicators in Table I reflect poorer security conditions in CDLO municipalities than in non-CDLO municipalities, except for indicators relating to common injuries and those related to illicit mining and illicit drugs.⁴¹ There are significant differences in extortion rates across CDLO regions, with the highest rates found in the Central region. There are also substantial differences in the prevalence of illegal miners, with the highest prevalence of illegal mining occurring in the Northern region.

⁴¹ The indicators refer to the average incidence of each indicator occurring in the municipalities of each region.

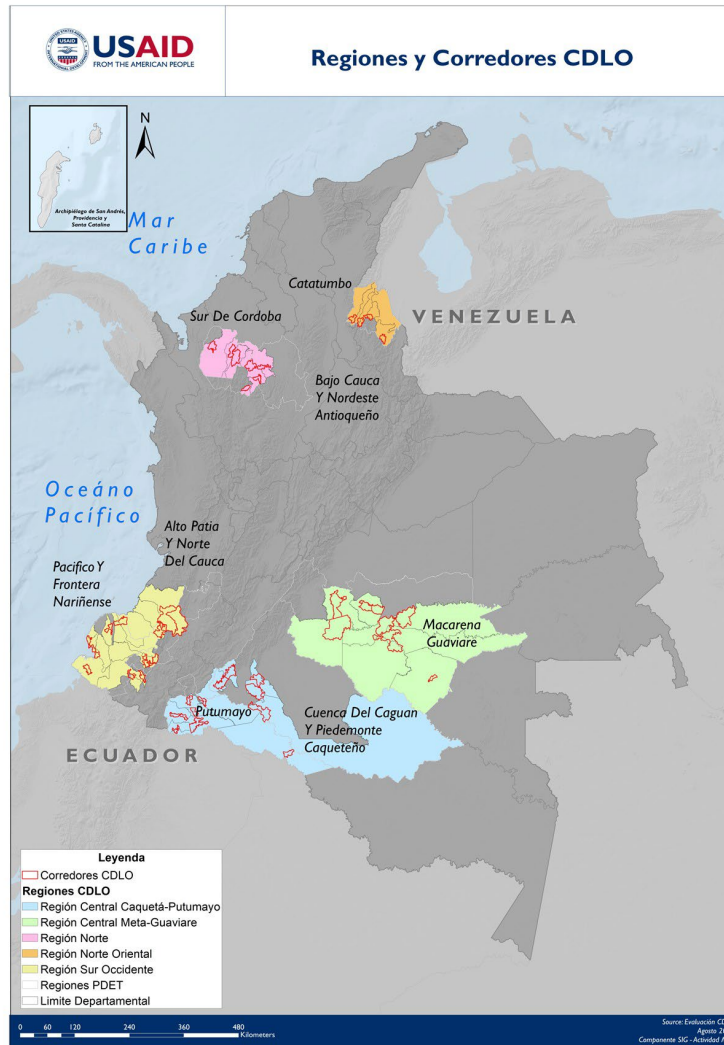


Exhibit I: CDLO regions and corridors

SOURCE: CDLO – PREPARED BY MEL ACTIVITY

TABLE I: INDICATORS ON SECURITY, PRESENCE OF ILLICIT CROPS, AND ILLICIT MINING (2018 - 2020 AVERAGE)^{42, 43}

INDICATORS	NON-CDLO MUNICIPALITIES ¹		CDLO MUNICIPALITIES		
	TOTAL	TOTAL	NORTH	CENTER	SOUTH
Common Injuries ²	1.446***	0.987	0.967*	1.240***	0.676***
Murders ²	0.379***	0.843	1.162***	0.534***	0.953

⁴² The definitions and data sources of these indicators are presented in Annex IV. Detailed Methodology, Evaluation Design Matrix section

⁴³ CDLO is divided into regions. These regions are the Southwest (comprising the departments of Nariño and Cauca); Central (comprising the departments of Caquetá, Putumayo, Meta, and Guaviare); and North (comprising the departments of Antioquia, Córdoba, and Norte de Santander).

TABLE 1: INDICATORS ON SECURITY, PRESENCE OF ILLICIT CROPS, AND ILLICIT MINING (2018 - 2020 AVERAGE)^{42, 43}

INDICATORS	NON-CDLO MUNICIPALITIES ¹		CDLO MUNICIPALITIES		
	TOTAL	TOTAL	NORTH	CENTER	SOUTH
Extortion ²	0.176***	0.224	0.207**	0.303***	0.138**
Recruitment of Minors ²	0.002***	0.014	0.014	0.007	0.023
Forced Displacement ²	7.0**	18.6	37.5***	3.5***	21.0
Massacres ²	0.0011***	0.0039	0.0054	0.0013*	0.0059
Killings of Social Leaders ²	0.017***	0.051	0.082**	0.036	0.042*
Presence of illegal armed groups (percentage)	0.598*	0.738	1.000***	0.471**	0.846
Area of coca cultivation (hectare)	582.6***	2,264.4	2,328.6	1,655.8*	3001.1
Eradicated Area (by hand, hectare)	87.1***	1,411.9	1,078.8	1,455.6	1,662.3
Cocaine: recorded seizures (kilogram)	185.8***	1,525.1	363.2	431.1*	4,028.4
Intervention Mines (number)	4.835	9.706	32.111**	0.373*	1.231**

¹Non-CDLO municipalities are located in the same department in which CDLO operates but are not part of CDLO.

² Rates per-1,000 inhabitants

Statistically significant differences exist between CDLO and non-CDLO municipalities, between Central and Northern regions, between Central and Southern regions, and between Northern and Southern regions: (***) p<0.01, (**) p<0.05, (*) p<0.1)

SOURCE: MINISTRY OF DEFENCE (1 TO 3, 5, 10 TO 12), UNIT FOR INTEGRAL ATTENTION AND REPARATION TO THE VICTIMS (4 AND 6), INSTITUTE FOR DEVELOPMENT AND PEACE STUDIES (7 AND 8), INTEGRATED SYSTEM FOR MONITORING ILLICIT CROPS (9)

Survey results reflect that 55.4 percent of CBO directors claimed that their *vereda's* current security condition was “good” or “very good.” 80 percent of CBO directors and 73.3 percent of CBO members indicated that their *vereda's* security condition had improved or remained the same since 2018. CBO directors’ perception of security in the Southern region was less positive at the time of the survey, with a statistically significant difference between director perceptions in the other two regions (Center and North). In addition, directors from the Southern region were less likely to indicate security conditions had improved since 2018. Finally, almost a fifth of CBO members were victims of a criminal act in the 12 months before the survey, with extortion and robbery being the most common.

As reflected in Table 2, three out of ten CBO members indicated that illicit economic activities were present in their *veredas*. Of the CBO members surveyed, 34.4 percent indicated that illicit economic activities have increased since 2018, while 36.9 percent indicated that illicit economic activities have decreased since 2018. However, the evaluation finds statistically significant differences in perceptions for members from the Central and Southern regions. While 25.1 percent of members from the Central region thought the prevalence of illicit economies had increased, 46 percent of members from the Southern region thought the prevalence of illicit economies had increased. In contrast, while 50 percent

of members from the Central region claimed that illicit economies had decreased, only 22 percent of members from the Southern region indicated these economies had decreased in prevalence.

TABLE 2: PRESENCE OF ILLEGAL CROP CULTIVATION, ILLEGAL GROUPS, AND ILLEGAL MINING (PERCENTAGE)

MEMBERS OF CBO CLAIMED THAT:	Q802. CURRENTLY, IN THE VEREDA, THERE IS INDEED THE PRESENCE OF:	Q803. SINCE 2018, DO YOU CONSIDER IT HAS:		
		Increased	Decreased	Remained the same
Illegal Cultivation	32.8	34.4	36.9	22.6
Illegal Groups	24.1	26.9	25.4	39.4
Illegal Mining	4.7	24.0	36.0	36.0

SOURCE: SURVEY OF CBO MEMBERS

CBO members perceived a lower presence of armed groups than the prevalence of illicit economic activities, including illegal cultivation and illegal mining. While 26.9 percent of CBO members believed that the presence of armed groups increased since 2018, 25.4 percent claimed it had decreased. Again, the difference in perception between the Central and Southern areas is statistically significant: 33 percent of CBO members from the Central region believed that the presence of armed groups is decreasing. In comparison, only 17 percent of CBO members in the Southern area believed the same.

One out of ten CBO members agreed and strongly agreed that “carrying weapons is common” in their *vereda*.⁴⁴ Fewer than one in ten members agreed that paying bribes is well-regarded. The evaluation found mixed perceptions on how coca, poppy, and marijuana production affect families of producers of these crops and communities. Nearly six out of ten CBO members claimed that coca, poppy, and marijuana should not be grown because they are illegal. Over six out of ten believed that their production negatively affects families of crop producers and communities.

F.1.2. The security conditions of CDLO-targeted territories affected the operation of the activity, particularly concerning ease of entering the territory, scheduling interventions, and self-protection actions. The actions of illegal groups affected CDLO's activities in at least three ways. First, they hindered CDLO's ability to intervene in the territories. For example, CDLO began work in El Tarra municipality in Norte de Santander three years later than planned due to the presence of illegal groups in the area. Second, the presence of armed groups sometimes imposed delays or cause activities to be rescheduled. Third, it caused the CLDO Activity to implement safety measures already used by the inhabitants of the areas in a crucial effort to develop its activities and protect CDLO staff, partners, and the broader community. An executor explained that in response to security conditions:

...we decided to suspend the workday. Since the paper said that an armed strike was beginning ...what we did as an organization was to take preventive measures to avoid putting our personnel at risk. We avoid going alone,

⁴⁴ The five answers options for this question are: i) strongly disagree; ii) disagree; iii) not disagree not agree; iv) agree and v) strongly agree.

...we always go with personnel who know and report who is going and what kind of communication elements we carry. Interview with executor. Puerto Libertador, Villanueva – Juan José- La Rica.

The survey found that 58.3 percent of CBO directors “agree” or “strongly agree” with the following statement: *in response to the security challenges in this area, CDLO has made the necessary adjustments in the execution of its activities.*

F.1.3. CDLO operates mostly in areas of the corridors that have a lower presence of illicit crop cultivation, which has helped generate clusters of licit economies. The evaluation team found that the location of illicit economies determines the location of CDLO activities. Exhibit 2 shows that CDLO activities are concentrated in areas where the density of coca cultivation per square kilometer is low or medium. CDLO’s activities generate clusters of licit economic activities in the corridors near coca-producing areas. CBOs operate in safer areas where communities face fewer risks and restrictions on productive activities. Operating in these areas makes CDLO’s access feasible. A national-level CDLO officer told the evaluation team that: “there are illicit crops along the corridors, although to a lesser extent in the areas where CDLO activities are carried out.”

CDLO contributes to enhancing complementary relations between different types of CBOs. These relationships, in turn, create synergies that strengthen licit activities in specific areas of the territory (the evaluation examines this dynamic further in the findings associated with Question 5).

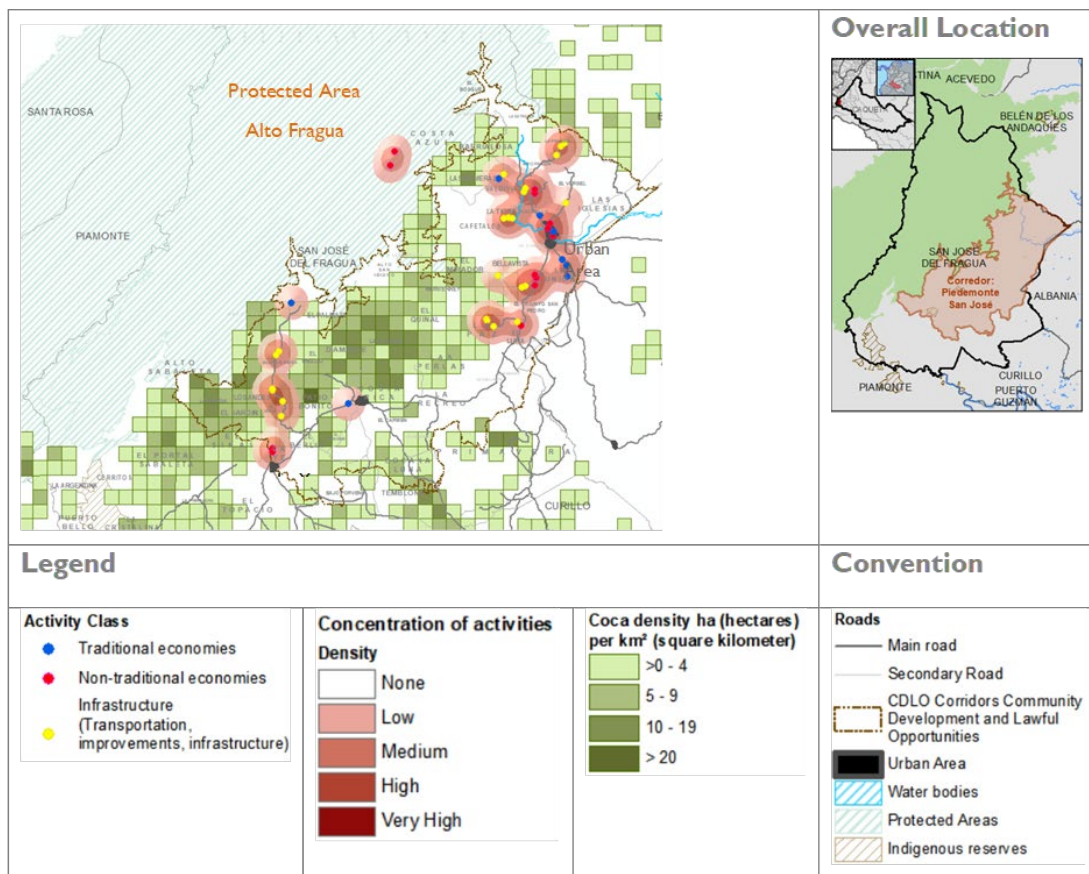


Exhibit 2: Social mapping of the Pie de Monte San Jose Corridor

SOURCE: SOCIAL MAPPING EXERCISE WITH CBO BENEFICIARIES

F.1.4. Communities have mostly positive expectations regarding the effects of the peace agreement, and this has helped shape the definition of CDLO activities. The Peace Agreement has renewed optimism and influenced positive security condition perceptions. State presence in the territories consolidates participatory planning processes and execution of territorial development projects. A CBO director in San José de Fragua told the evaluation team, *We can now access practically the entire site; we couldn't do it in the past. We couldn't get out of the city center up to certain veredas. We started this dream of tourism here in the department.*

F.1.5. Despite the implementation of the PDETs, CDLO-targeted territories continue to be less accessible to public goods and services (including the internet) and exhibit lower institutional capacity than non-CDLO-targeted municipalities of the same region. This affects the establishment, results, and sustainability of CDLO activities. In most of the municipalities where CDLO operates, less than 5 percent of households have access to the Internet. Water supply coverage exceeds 75 percent in only three municipalities. In most municipalities, between 75 percent and 100 percent of households have access to electricity, but in eight municipalities, this percentage is as low as 50 percent (see Exhibit 3). Low access to public goods and services is a historical and structural condition of CDLO-targeted municipalities. The implementation of PDETs is expected to mitigate these conditions. GoC implementation of PDETs, however, lagged due to issues of political will, COVID-19, and budget availability during the period covered by this evaluation.

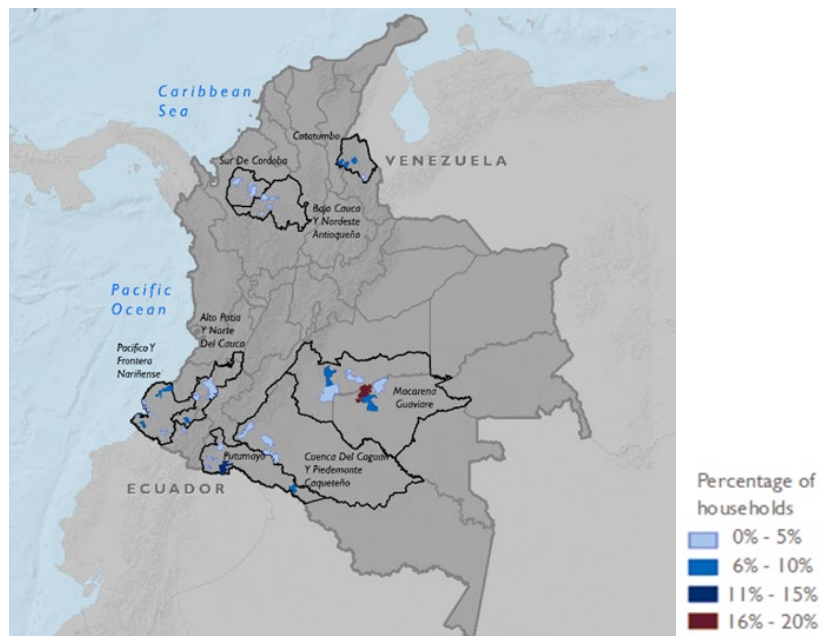


Exhibit 3 Map of household internet coverage in CDLO corridors

SOURCE: NATIONAL ADMINISTRATIVE DEPARTMENT OF STATISTICS – PREPARED BY MEL ACTIVITY

Low coverage of basic services in the municipalities influences CDLO’s activities. For example, in some *veredas*, freezers provided the ability to store fish longer without spoiling, allowing fishers to obtain a better price. Intermittent electricity, however, meant that CDLO also needed to procure solar panels to operate the freezers.

Low levels of internet coverage also limit the scope of CDLO activities, as in many territories it is impossible to expand CDLO training or technical assistance through virtual means.

CDLO municipalities have low municipal performance compared to non-CDLO municipalities of the same region, as measured by the National Planning Department's indicator for municipal performance.⁴⁵ The indicator stands at 52.2 percent for non-CDLO municipalities and 46.7 percent for CDLO municipalities. This low municipal performance restricts CDLO municipalities' access to public, private, and international resources to carry out territorial development interventions.

F.1.6. CDLO's interactions with local actors to understand the territory and leverage previous knowledge and experiences allows for the design of activities aligned to the needs and nuanced context of the territory. To properly understand the territory and co-define activities that align with the productive vocation of the territory, CDLO implements participatory methodologies with CBOs, starting with community experiences in productive agricultural or fishing activities and identifying new economic opportunities.

To create relevant synergies when defining activities, CDLO leverages previous processes. For instance, the Activity uses the participatory diagnoses of the Agency for Territorial Renewal (ART), the institutional vehicles that implement the PDETs, the Comprehensive National Program for the Substitution of Illicit Crops, and the Action Plans for Regional Transformation. Various officials explained this alignment:

The production line prioritized by Territories of Opportunities... to be supported and strengthened is beekeeping, it is one of the production lines that were contemplated to be strengthened within the PDETs economic reactivation cornerstone. Interview with a local official of a national government entity. Tarazá, Tarazá – La Caucana – San Miguel.

Every time the international cooperation came to the territory, the first thing we looked for ways that they aligned with Action Plans for Regional Transformation or PDET, ...so we didn't start a participatory exercise with the communities again.... but, above all, how we legitimize the process of participation of the population. CDLO certainly joins a process. In 2019... an exercise of analysis of the initiatives, a work plan 2020-2021 was made. Interview with a local official of a national government entity. Florencia.

Seven out of ten CBO directors indicated that they “agree” or “strongly agree” that CDLO's activities are aligned with the needs of their vereda and their CBOs.⁴⁶ A staff member at the national level of CDLO said that: *We didn't end up creating but working on what is already there.... it gives us elements because the communities already have a radius of action and know their territory in this dynamic; for example, public order, the transit of crops or what can affect them.*

F.1.7. The effects of the COVID-19 pandemic have impacted the implementation of CDLO, requiring the design of new initiatives and the adaptation of others, which resulted in delays. The pandemic has also had a negative impact on market conditions, potentially jeopardizing the results of some of the interventions. In response to the effects of the COVID-19 pandemic, CDLO adapted previously designed initiatives (e.g., sending packets of physical materials to workshop participants rather than conducting face-to-face workshops). CDLO also implemented new initiatives such as conducting virtual trainings (albeit limited by internet access), financing for acquiring electronic devices and securing stable

⁴⁵ The National Planning Department measures municipal performance with an indicator that includes tax resources of local government and conditions of the municipality that delimit the scope of management and the provision of goods and services.

⁴⁶ Source: Survey of CBO Directors.

connectivity, provisioning digital tools such as videos and virtual meetings for follow-up and technical assistance, and promoting access to digital banking services. However, the pandemic still caused delays and disruptions in the design and execution of activities. For example, CBOs in the municipality of La Macarena in Meta could not develop tourism activities due to domestic and international travel restrictions. In addition, the National Learning Service (SENA) suspended its visits to the territories, and CBO members without internet access could not participate in meetings and workshops.

Mobility restrictions during the pandemic hindered CDLO activities. For example, construction and practical skills training efforts could not use online tools, so the desired products and results did not materialize in some cases. Moreover, communication and coordination between CDLO, beneficiaries, institutional actors, and the private sector decreased. As a result, monitoring, execution, and follow-up of CDLO activities were affected. A CDLO territorial staff member described the effects of the COVID-19 pandemic as follows:

There were a lot of restrictions, and it slowed down the design of activities and the interaction with communities. We are a program with a lot of interaction and a lot of dialogue with communities, local actors, institutions, and the private sector. This was somehow lost during COVID. Interview with CDLO territorial staff member.

Moreover, sales and distribution of agricultural and fishery products declined during the COVID-19 pandemic, which put the economic activities of CBOs and families at risk and jeopardized the sustainability of CDLO interventions. A participant in a focus group in El Tambo expressed: *We couldn't move around. Yes. The quarantine caught us in the middle of the harvest, so we lost a lot of chontaduro [an edible palm fruit] ... So, there were economic losses. Most of the crop was lost.*

CONCLUSIONS

C.1.1. The differing context in CDLO municipalities, particularly the high rates of poverty and violence, the presence of armed groups, and the presence of illicit economies, determine the targeting, implementation, and results of CDLO activities, meaning that clusters of licit economies have been successfully created in areas with a lower presence of illicit crops cultivation (Findings 1.1, 1.2, and 1.3).⁴⁷

C.1.2. Even though CDLO municipalities often overlap with areas targeted for GoC development activities under Colombia's 2016 Peace Agreement, the limitations of infrastructure and provision of basic services, as well as the low institutional capacity across CDLO municipalities, affected the results of the Activity (Findings 1.4 and 1.5).

C.1.3. CDLO has been successful in adjusting the design and operation of the Activity to the characteristics of the territories, leveraging previous knowledge and experiences and adapting to changing contexts, as seen during the COVID-19 pandemic (Findings 1.6 and 1.7).

RECOMMENDATIONS

R.1.1. Continue working to generate clusters of licit economies in the territories most affected by poverty and violence (Conclusion 1.1).

⁴⁷ According to the IP (see comments to this report) the idea of CDLO is to create the licit economic dynamic to expand it to adjacent areas with a higher coca concentration, while attracting labor to licit activities.

R.1.2. Publish a document systematizing the Activity's targeting process, including how strategic corridors, municipalities, and CBOs were selected; what was learned from this process; and recommendations for future similar activities (Conclusions 1.2 and 1.3).

R.1.3. Manage alliances with the public and private sectors and with international development agencies to identify and articulate strategies to increase the access of CBOs and communities to Information and Communications Technology and strengthen their digital skills (Conclusion 1.2).

R.1.4. Analyze and systematize elements of contingency plans that allow CDLO to respond quickly and effectively to future challenges that may arise, including strikes, pandemics, and climate events, among other events that may limit mobility, communication, and the performance of economic and social activities in a territory (Conclusion 1.3).

CAPACITY GENERATION

Q2: WHAT ARE THE CAPACITY-BUILDING EFFECTS SEEN IN COMMUNITY GROUPS AND PRODUCER ORGANIZATIONS THAT BENEFITED FROM CDLO'S ACTIVITIES?

FINDINGS

F.2.1. CDLO strengthened JACs' managerial capacities for the efficient implementation of infrastructure initiatives, including strengthening human, physical, financial resource management, and contracting formality. For 60.8 percent of JACs, the infrastructure initiative with CDLO was their first experience executing a road infrastructure project. Before beginning infrastructure initiatives, the JACs identified organizational weaknesses to overcome, which were related to the legal, planning, and administrative requirements for accessing CDLO resources or the resources of any other entity.

Learning during the process [of road construction] led boards to start making small contracts, which has made it easier for them to submit documents and manage their accounting. So, we are very grateful to CDLO for strengthening the administrative part of the work. Focus Group, Beneficiaries

CDLO's trainings supported financial, engineering, and environmental competencies and compliance requirements for infrastructure initiatives, which enabled JACs to manage resources more efficiently. These lessons were particularly salient for hiring processes, salary payments, material purchases, and infrastructure construction. JAC members described in interviews how their participation in road improvement initiatives allowed them to gain experience in negotiating the purchase price of quality products, using appropriate construction methods, and learning about requirements to comply with tax regulations. For one JAC, these lessons were described as follows:

We, given all these teachings, all this learning [we learned] to contract, negotiate good quality products that surpassed the quality threshold. We even started negotiating with the engineer and asked him for a discount. Interview with CBO. San José del Fragua, Piedemonte San José.

The average score on the JACs' Capacity Building Index (CBI) that was calculated for the evaluation reached 53.7 points out of a maximum value of 100. Among the five dimensions of the CBI, the highest average JAC capacity score was achieved for governance capacity (91.6 points), followed by

administrative capacity (60.0), physical and human resources management (56.5), and financial resources management (51.6). Conversely, the capacity with the lowest average score was planning (41.6).⁴⁸

By applying a linear regression model, the evaluation team found that participating in the infrastructure component of CDLO is associated with a six-point increase in the CBI score and strengthened human, physical, and financial resource management with an increase from seven to eight points.

F.2.2. While JACs reported that they have the capacity to continue executing infrastructure initiatives, fewer than half have done this. While almost all CBOs participating in CDLO infrastructure initiatives claimed they could bid for new projects (91.8 percent), only 38.0 percent of CBOs have executed other infrastructure initiatives after participating in the partnership with CDLO. CDLO's actions to encourage CBOs to obtain resources from other entities and to create new partnerships for the execution of infrastructure projects that benefit the community is evident in the following statement from one JAC:

They teach us how to develop works, so we aren't going to depend only on Territorio [CDLO], but suddenly another work comes up, and we can apply for each work, right? Interview with CBO Puerto Libertador, Villanueva – Juan José – La Rica.

During the execution of public infrastructure projects, CDLO, as part and condition of the effectiveness of the intervention model, requires JACs to hire engineering and accounting professionals who play a central role in implementing the projects and help strengthen the JACs. However, one JAC member who was interviewed expressed uncertainty if the JAC would have the resources to contract such professionals in future initiatives, which could hinder the effectiveness of the JAC's actions.

F.2.3. CDLO has strengthened the technical and organizational capacity of producer CBOs in the creation and consolidation of businesses. CDLO has been able to achieve this through accompaniment and training and by incorporating commercial partnerships with private sector partners. Producer CBOs recognize the importance of CDLO-supported capacity building. Of the CBO members surveyed, 76.5 percent stated that CDLO supported producer CBOs in strengthening or creating projects or businesses. Of this group, 88 percent rated this support as “very good” or “good.” 76.5 percent of CBO members surveyed, also said that CDLO has improved producer CBOs' capacities to organize and document their production processes. Additionally, 48.5 percent of producer CBO directors stated that during their participation in CDLO, their CBO made important changes in their products or services. Among producer CBOs, 46.5 percent conducted design and implementation exercises for new business ventures or services during the CDLO implementation period (2018-2021).

On the CBI, the average score for producer CBOs is 65.6 points out of a maximum value of 100. Among the five dimensions that make up this index, the results for producer CBOs range from governance capacity at 89.1 points, followed by administrative capacity at 74.5 points, financial resource management at 64.6 points, planning capacity at 63.2 points, and human and physical resource management at 59.8 points.

⁴⁸ To quantitatively measure CBO capacity building, without isolating the effects of CDLO, the evaluation calculated a composite indicator that groups five types of capacities: governance, administration, planning, human and physical resource management, and financial resource management. Although the index is only measured at one point in time, the categories assess whether there were positive changes during the CDLO implementation period. There are variables that explicitly include periods of time.

The evaluation identified a link between increased CBI scores in governance and administrative capacities and participation in CDLO economic activities. The evaluation team found that participation in CDLO economic activities is associated with a four-point increase in the governance capacity of producer CBOs. The qualitative data collected shows that participating in CDLO projects is a significant experience that strengthens organizational capacity through hands-on implementation experience. One example of such learning-by-doing is that CDLO’s intervention helps organizations make decisions regarding production volumes and schedules; differentiation of their products, prices, buyers, internal rules for the collection of products; and the distribution of profits. One member of a producer CBO said:

[Commercial partners say] We need you to strengthen that (...) and that is what they are doing, acquiring knowledge, skills(...); because they (commercial partner members) also envision our organization in a few years at a high level of capacity, already generating new projects, executing the projects and, of course, with the knowledge of the territory (...) so, the idea is to strengthen all the [existing] ventures and generate more.
Interview with CBO. San José de Fragua, Piedemonte San José.

The evaluation found that 31.9 percent of producer CBO directors acknowledge the benefits of CDLO support regarding organizational aspects. In addition, participation in the economic component is associated with a seven-point increase in management skills. Administrative capacities include registering and formalizing a business to obtain legal status, creating a procedure for procuring goods and services, and putting inventory and control systems in place for their property, goods, assets, or fixed resources, all of which are essential for producer CBOs.

Another quantitative source used to analyze CBO capacity building is the Organizational Performance Index (OPI), created by USAID and used by CDLO. This index measures the overall performance of organizations in four dimensions: effectiveness, efficiency, relevance, and sustainability. Table 3 shows that, on average, CBOs started at the lowest OPI level (level one) with an average score of 1.11 across the eight variables analyzed. In the follow-up, which was conducted 12 to 18 months after baseline measurement, improvements are evident in all variables and the average overall score (which rose to 1.81). Learning and resource variables show the most significant increase in scores. The differences found are statistically significant in all cases.

TABLE 3: CHANGES IN AVERAGE OPI

DIMENSION	VARIABLE	BASELINE	MONITORING	SIGNIFICANCE
Efficiency	Provision of Services	1.0625	1.53125	***
	Scope	1.09375	1.8125	***
Sustainability	Resources	1.03125	2.0625	***
	Social Capital	1.25	1.796875	***
Relevance	Target Population	1.1875	1.71875	***
	Learning	1.0625	1.9375	***
Effectiveness	Results	1.09375	1.890625	***

TABLE 3: CHANGES IN AVERAGE OPI

DIMENSION	VARIABLE	BASELINE	MONITORING	SIGNIFICANCE
	Organizational Standards	1.15625	1.75	***
AVERAGE		1.11	1.81	***

Notes: *** p<0.01, ** p<0.05, * p<0.1

CBO OPI expresses a value in whole numbers for each of its four dimensions and eight variables, from one to four. Value one reflects a low level of performance; level two is a basic level, three acceptable, and four outstanding. The OPI was evaluated for all CBO partners.

SOURCE: PREPARED BY THE EVALUATION TEAM BASED ON DATA REPORTED BY CDLO FOR THE 64 ORGANIZATIONS INCLUDED IN THE EVALUATION.

Despite these improvements, CBOs continue to show low organizational performance. The evaluation team found that for each dimension of the OPI, most CBOs remain at level one or have moved up from level one to level two. On average, 32 percent of analyzed organizations score at level one, while 52 percent have moved up to level two. In the follow-up, 10 percent of the organizations reached levels three or four on the OPI. It is worth noting that significant improvements likely require supporting and evaluating capacities over a longer period.

TABLE 4: PERCENTAGE OF ORGANIZATIONS THAT MOVED UP FROM OPI LEVEL 1 TO ANOTHER LEVEL FOR EACH ANALYZED VARIABLE

VARIABLE	1 TO 1	2 TO 1	3 TO 1	4 TO 1	2 TO 2	2 TO 3	2 TO 4	3 TO 3	4 TO 3	4 TO 4	2 TO 3
Scope	31%	53%	2%	5%	8%	2%	0%	0%	0%	0%	0%
Learning	23%	59%	11%	0%	0%	6%	0%	0%	0%	0%	0%
Social Capital	38%	44%	3%	0%	5%	3%	2%	2%	0%	3%	2%
Organizational Standards	39%	41%	5%	0%	6%	9%	0%	0%	0%	0%	0%
Target Population	42%	39%	3%	0%	6%	6%	0%	2%	2%	0%	0%
Provision of Services	53%	39%	3%	0%	2%	2%	0%	2%	0%	0%	0%
Resources	14%	70%	8%	5%	2%	0%	2%	0%	0%	0%	0%
Results	16%	73%	2%	0%	6%	3%	0%	0%	0%	0%	0%
AVERAGE PERCENTAGE	32%	52%	4%	1%	4%	4%	0%	1%	0%	0%	0%

SOURCE: PREPARED BY THE EVALUATION TEAM BASED ON DATA REPORTED BY CDLO FOR 64 ORGANIZATIONS INCLUDED IN THE EVALUATION.

F.2.4. CDLO strengthened the commercial capacities of producer CBOs, in part by working with private sector partners through commercial partnerships. However, not all producer CBOs reported current commercial agreements or increases in sales. In addition to technical and associational strengthening, CDLO supported the generation of commercial capacities, a process in which the

producer CBOs began exploring and approaching the private sector to establish commercial agreements. One of the ways this occurred was by establishing commercial partnerships with private sector actors who already had experience in the business to be strengthened.

For the period analyzed, CDLO evaluation reports showed 82 commercial partnerships established in 42 of the 48 economic activities.⁴⁹ These partnerships leveraged an average contribution of COP\$69,780,616 per activity, for a total of COP\$4,675 million, of which 90 percent corresponded to in-kind contributions (such as labor associated with the strengthening process). Beneficiaries and allies (including commercial partners) may or may not contribute with resources, as CDLO does not have a defined matching contribution model nor a leverage target. For CDLO, however, it is desirable to achieve resource leverage.

When analyzing the description of commercial partnerships according to CDLO reports, the evaluation found that these partnerships focused on strengthening and assisting in both production and commercial issues. The evaluation team constructed a word cloud to show CBO perceptions of the commercial partnerships (See Exhibit 4). In other words, the role of the partnerships in CDLO goes beyond the commercialization of products, becoming a strategy of accompaniment and strengthening the organization as a whole.

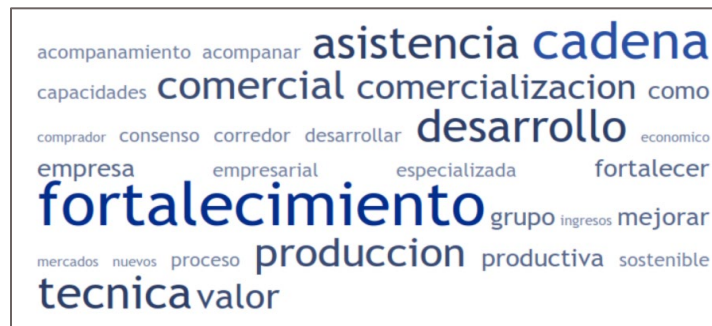


Exhibit 4: Word cloud on commercial partnership support to the CBOs
SOURCE: PREPARED BY EVALUATION TEAM BASED ON DATA FROM CDLO MISSION AND SOCIAL MAPPING

Of the producer CBO directors surveyed, 91.5 percent acknowledged the economic benefits of CDLO's support. In addition, the actors who participated in the evaluation thought that, in general, CDLO's economic component had enabled the identification of new economic opportunities; the creation or strengthening of linkages between producer CBOs, companies, and markets; and the promotion of commercial agreements, mainly at the local level. For example, one CBO said:

Let's say that the experience has been very successful because within the framework of the program(...) , it has opened the door for us to reach new areas commercially, so being able to work hand in hand with a commercial partner that offers us all the guarantee, increase volume, improve quality, because we have been improving the quality of the raw material we are exporting, it has been very positive for us. Interview with CBO.

The evaluation found that capacity building of producer CBOs is associated with a greater likelihood of reaching agreements for the commercialization of products. Regression modeling identified an association between capacity building and the number of economic or business agreements (productive

⁴⁹ The total number of activities covered by the evaluation is 129, of which 48 are economic activities. Of these, CDLO reports that 42 of them have established partnerships. Of the 82 partnerships, 67 have quantified contributions.

or commercial) held by a CBO. The evaluation also found that CBOs that have been established for a longer period and have a higher proportion of members from a recognized ethnic group yield a positive and statistically significant association with establishing economic agreements with other CBOs.

Despite these advances, the survey conducted with productive CBO directors found that only 64.4 percent of the organizations reported having generated income. Of those that generated income, only one-third reported having active economic or business agreements at the time of the survey. Productive CBOs not having established commercial agreements at the time of the survey could stem from these organizations not yet having reached a sufficient level of organizational maturity. However, when the evaluation team completed the collection of quantitative data in July 2021, of the 129 activities included in the sample, 71.3 percent had been fully executed, and 19.3 percent were slated for completion between August and December 2021. This may suggest that organizational maturity is not the cause of this gap, as in fully executed activities CBOs would have already strengthened the capacities that would enable them to establish commercial agreements.

Of the producer CBOs that reported existing commercial agreements and income generation in the survey, 51.8 percent of those organizations had established commercial agreements with private companies, 35.2 percent with other community-based organizations, and three percent with public entities. CDLO assisted 62.8 percent of the CBOs in completing this type of partnership. More CBOs reported concluding agreements with other community organizations (68.4 percent of producer CBOs that generate income and have economic agreements) compared to agreements with private companies (46.4 percent of CBOs).

Based on statistical exercises carried out with the information collected through the surveys, the evaluation team found four factors that significantly influenced the formalization of economic agreements with other entities: current agreements with private or community organizations; previous experience in agreements with other CBOs; being linked to a non-traditional productive activity; and receiving technical assistance in capacity building, machinery operation, and commercial services.

The evaluation analysis of CDLO information sources also found that only some organizations reported that they were making current progress regarding commercialization. Sales data from CDLO shows that of the 48 economic activities included in this evaluation, only 23 had reported sales. Of these cases, 78 percent reported sales in both the first year (baseline) and the monitoring year. This indicates that most organizations were already making sales, so the Activity's support contributed to increasing annual sales. The reported increases in annual sales are equivalent to 254 percent, and the total value of the additional annual sales reported amounts to COP\$3,931 million, 10 percent above the Activity's overall target for sales (COP\$3,468 million). While CDLO exceeded its overall target of additional annual sales, one out of three CBOs analyzed did not reach this target.

The results of the additional sales generated within the framework of CDLO are noteworthy. For rural producer organizations, achieving sales represents one of their main challenges. Moreover, most producer organizations in Colombia do not engage in collective commercialization. In addition, two other factors demonstrate increased sales as having been achieved despite significant challenges, making sales growth particularly relevant. First, CDLO worked with productive chains that were relatively weak in the context of the territories targeted by CDLO. Second, the COVID-19 pandemic negatively impacted economic activities.

TABLE I. ANNUAL SALES REPORTED BY CDLO FOR 23 ACTIVITIES

Minimum	COP\$ 696,600
Maximum	COP\$ 1,742,163,000
Median (Annual)	COP\$ 49,379,080
Average (Annual)	COP\$ 224,588,357
Median (Monthly)	COP\$ 4,114,923
Average (Monthly)	COP\$ 18,715,696

Despite progress in signing commercial agreements and increased sales, commercialization challenges persist. For example, some CBOs whose members are accustomed to traditional rural economies, face challenges in incorporating new technologies to achieve the volume and quality of the products demanded by potential commercial partners. In some cases, moreover, the prices offered for CBOs' products are insufficient to cover production costs. This is especially true when poor infrastructure or high fuel prices drive up transportation costs. Furthermore, security conditions affect the access of potential commercial partners to the territories. The following quotes illustrate how these challenges hinder the progress of commercialization:

Well, conditions for producers are not the best. The involvement of private enterprise, as such, in this type of region is slight, to say the least, and almost zero due to the well-known security conditions and the same technological development challenges of the different products that come from the peasant economy. Interview with CDLO field-based staff.

Transportation, fuel, everything is expensive. So then, when the prices are low, we do not have security. Then prices change; today it is this price if it increases, tomorrow the price is even lower. Interview with traditional CBO.

F.2.5. CDLO has built other CBOs' capacities to support and complement territorial development, including by strengthening their planning processes and diversifying their activities. However, challenges remain for CBOs to continue offering their services beyond CDLO. Other CBOs reported receiving CDLO capacity-building support most frequently in planning compared to other capacities (e.g., administrative, governance). Of the other CBO directors, 58.1 percent stated that CDLO supported their capacities in planning (e.g., principles of the organization, action plans, long-term or strategic plans, business or service lines). The average CBI score for other CBOs reached 73.7 points for this variable. This score is higher than that of producer CBOs (63.2 points) and JACs (41.6 points) for the same variable. In addition, of the other CBOs surveyed, 54.8 percent stated that during their participation in CDLO, they made important changes in the products and services they offered.⁵⁰

Other CBOs considered it desirable to promote their participation in developing the economic and infrastructure components of CDLO in conjunction with producer CBOs and JACs. In that sense, the capacity building of other CBOs involved in territorial development has focused on support services for developing the economic and infrastructure components. However, sustainability challenges still exist.

⁵⁰ Source: Survey of CBO Directors

For example, as part of other CBOs with strengthened capacities, digital production collectives need to find new CBOs to continue providing their services.

F.2.6. Youth internship and training programs have been successful in strengthening the capacities of young people and enabling organizations to benefit from these strengthened capacities, promoting generational change. CBOs face a challenge related to generational change, given that 76.1 percent of their members are older than 30. CDLO has implemented activities to promote generational change in CBOs.⁵¹ The youth internship program supported by CDLO stands out among these activities, as it has achieved knowledge transfers through exchanges and internships among regions and even in foreign countries. For example, young people from the CBOs ASOACASAN (San José de Fragua) and ASOPROCAF (Valle de Guamuez) were trained in post-harvest and cacao quality through international internships in Mexico and Spain and national internships in Arauca and Santander. Young participants committed to returning to their CBO once the internship ended; when they did so, they used their experience to strengthen their CBO. In Samaniego, 35 young participants, sons and daughters of ABADES producers, were trained in coffee cupping, which helped them to improve the quality of CBOs products and involve young people in traditional productive activities. This especially helped in receiving recognition from the CBO, particularly by older members.

F.2.7. CDLO has built capacities and fostered leadership renewal in CBOs; however, challenges remain, including improving management and increasing female and youth leadership.⁵² According to one CDLO official: *Turning [CBOs] into effective and reliable partners implies that several members of the organizations start to stand out for their management qualities and capacities, resulting from empowerment, constantly interacting with the public and private sector.* The evaluation team measured this result based on the CDLO-02-C indicator: the number of local community organization representatives actively participating in and influencing the implementation of local and regional peace activities and planning and development activities. In the period evaluated, this indicator showed a compliance rate of 109 percent, reflecting a higher-than-expected result, with 1,400 CBO members holding a leadership role. It is worth noting that according to CDLO's approach, strengthening leadership does not necessarily have to be reflected in public policies at the local and national levels, but may be reflected in participation in a range of other spaces.

Most CBO directors are men (62 percent on average and 67 percent in JACs). The evaluation found that women's participation as directors is lower (44.6 percent) than women's participation as members of the social base of organizations (46.6 percent). The highest female participation rate in management positions is in the Southern Region at 43 percent and in producer CBOs at 57 percent. Some 16.1 percent of CBO directors are young people (defined for the survey as people under 30 years of age). The data found no differences by region regarding the participation of young people. By type of organization, the involvement of young people in management positions is greater in other CBOs at 33.8 percent. This is an expected result, as a higher proportion of young people (32 percent) participate in these organizations compared to producer CBOs (16.8 percent) and JACs (26.3 percent).⁵³

⁵¹ Generational change refers to the effective participation of young people in the CBOs and in exercising leadership (instead of the same individuals, often middle-aged or elderly people, continuing to lead the organizations for extended periods of time.

⁵² Leadership renewal refers to the effective participation of young people in decision making in the CBOs, however CDLO did not define a specific target for youth and women's participation.

⁵³ Source: Survey of CBO Directors

Among CBO members surveyed, 65.1 percent feel strongly represented by CBO leaders, and 61.8 percent “agree” or “strongly agree” with the following statement: “The people who represent CBO members in spaces outside the CBO have always been the same.” Members reporting low turnover of leaders indicates opportunities for leadership renewal in the organizations. The finding may also imply a need for leadership renewal given that 61.6 percent of CBO members surveyed believed their organization's leaders or directors could improve their management. These results do not differ by region or type of CBO.⁵⁴

While many CBOs might benefit from leadership renewal, not all members currently possess the required skills to carry out leadership functions. For example, when presented with the scenario, “If today you were appointed by your CBO as its representative in a discussion space with an external partner, you would feel confident in performing such a task,” 59.5 percent of members said that they “agree” or “strongly agree” with the statement. This suggests that four out of ten members would need to strengthen their skills to fill a leadership role effectively.⁵⁵

One of CDLO's strategies to allow renewal and broadening of leadership in CBOs is the organization or creation of working committees. For 62.5 percent of JAC directors, this is one of the important changes their organization has undergone during the CDLO implementation period. In the case of producer CBOs, 55.8 percent of directors stated that the creation of working committees has been one of the most significant changes. In this type of CBO, work tends to fall exclusively on the directors, and creating working committees helps the CBOs exercise greater control over production volumes and quality to comply with commercial agreements.

Among other CBOs, 41.9 percent of directors highlight the creation of working committees as one of the essential aspects promoted by CDLO, a lower percentage than producer CBOs. Lastly, when asked about the process of strengthening CBO management, 71.4 percent of the members indicated that with CDLO's support, communication between associates and leaders or directors has improved. In this regard, 86.1 percent of members rated the support provided by CDLO as “good” or “very good.”⁵⁶

F.2.8. Despite progress in generating associative capacities, challenges remain, including low trust and poor perception of collective work capacities. CDLO promotes collaborative work in all CBOs and seeks to democratize participation.⁵⁷ Of the CBO members surveyed, 51.6 percent have high trust in other members of their organizations, 26.9 percent have some trust, while the remaining 21.5 percent said they have “low” or “no” trust in other members. Similarly, 54.6 percent of the surveyed members indicated that they think that the people in their CBO are willing to reach agreements and take joint actions to achieve a common goal. In addition, 9.5 percent believe there is some likelihood of achieving collaborative work, and the remaining 16 percent think it is “not very likely” or “not at all likely” to achieve this type of collaborative work. No significant regional differences are reflected in these

⁵⁴ Source: Survey of CBO Members.

⁵⁵ Ibid.

⁵⁶ Source: Survey of CBO Members and Directors.

⁵⁷ CDLO promotes collaborative work and participation of more members of the organizations in their activities as factors that strengthen the capacities and achievements of the organizations.

variables. However, trust and willingness to work collaboratively are higher among members in producer organizations and other CBOs than for JACs.⁵⁸

Of CBO members surveyed, 80.6 percent stated that their organization faces internal challenges associated with organizational processes. Ranked in order of percentage from high to low, internal challenges include individuals lack the necessary training for organizational processes (37.7 percent), teamwork is challenging when organizing work groups (30.6 percent), individuals in the CBO are very distrustful (29.5 percent), and people in the CBO are not interested in participating (25.9 percent). On the other hand, 40.5 percent of the surveyed members stated that there are external risks to their organizational processes. The risks identified included that CBOs do not conduct outreach to obtain external support for their work (20.1 percent), authorities do not facilitate organizational processes (15.3 percent), and political groups make consolidation of organizational processes difficult (12.9 percent).⁵⁹

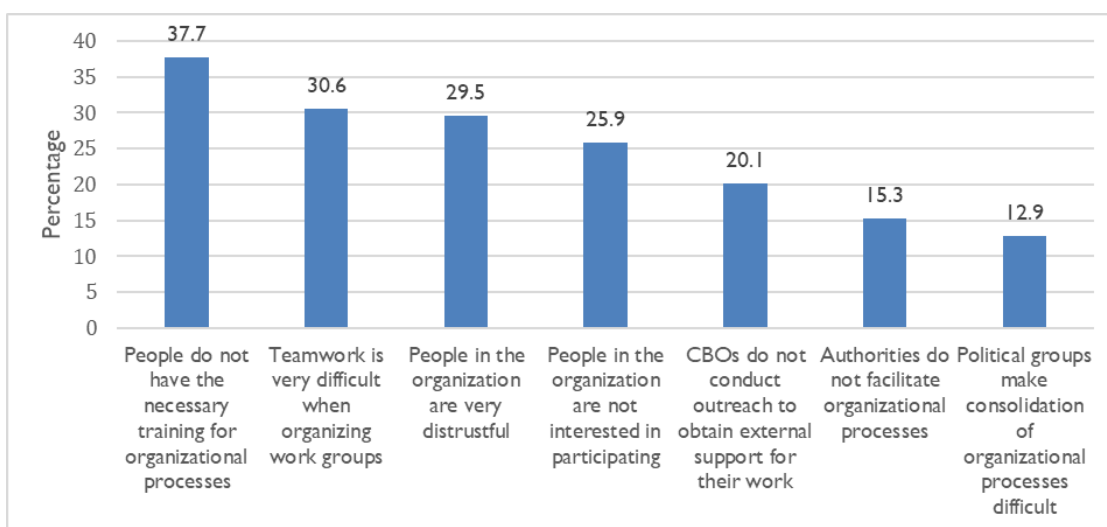


Exhibit 5: Percentage of CBOs' internal organizational challenges

SOURCE: PREPARED BY THE EVALUATION TEAM BASED ON CDLO MISSION AND SOCIAL MAPPING

Conflict resolution is important to CBO members in carrying out collective action. Of the CBO members surveyed, 58.3 percent state that CBO participation in CDLO has “improved their organization’s capacity to resolve conflict.” Producer CBOs and other CBOs are 11 percentage points more likely than JACs to say that their conflict resolution abilities have improved.⁶⁰ Of the CBO members surveyed, 86.7 percent rate CDLO support for conflict resolution as “good” or “very good.”⁶¹

F.2.9. In terms of capacity building, CDLO contributes to generating capacity for a culture of legality and formality among CBOs, an aspect that could be addressed more directly in the implementation of the activity. CDLO's infrastructure component encourages formality and legality on the part of the JACs. Proof of this capacity is evident by JACs formally hiring staff and suppliers (with contracts and payment

⁵⁸ For example, in the response "they trust the other members of the organization very much" the difference between the producer CBOs and the JACs is -0.17 and the difference between the JACs and the Other CBOs is 0.19. Both differences are significant (p-value<0.05).

⁵⁹ Source: Survey of CBO Members.

⁶⁰ The differences are statistically significant. Producer CBOs – JACs (p-value 0.00) and Other CBOs – JAC (p-value (0.02).

⁶¹ Source: Survey of CBO Members.

of social security benefits) and in their compliance with health, environmental, and occupational safety regulations. One CBO member explained that,

We [requested an estimate] in several hardware stores because if they complied, in the first place, with the requirements, so that everything is legal, the quarries, in the same way, the part of the provision, the part of the equipment to provide these workers with all their safety equipment. Also, in the area of hiring workers who are affiliated, they have social security. So, all of this has been monitored and followed up so that everything is in place. Focus Group CBO. Valle del Guamuez, La Hormiga.

Through the CDLO economic component, the identification of formal markets to commercialize producer CBO products has also demonstrated to organizations the importance of compliance with formal agreements, rules, regulations, and standards. One commercial partner stated:

As we were saying at the beginning, to have solid commercial agreements that guarantee that when we have the products with the agreed characteristics and conditions, we will already have direct commercialization. Of course, I say, with minimal quality conditions and the characteristics established in the purchase and sale agreements. Interview with a commercial partner. Puerto Libertador, Villanueva-Juan José- La Rica.

CONCLUSIONS

C.2.1. CDLO has strengthened the internal capacity of CBOs, demonstrating the relevance of its strengthening strategy, which is based on the direct participation of CBOs in the design and implementation of territorial development activities. In particular, JACs have gained the capacity to manage resources in executing infrastructure projects efficiently. Producer CBOs have worked on designing and implementing organizational and productive strategies to respond to market demands. Other CBOs have assumed a more active role in territorial development within their mission and vision framework. In addition, the strategy has strengthened young people's capacities, and these youth have transferred capacity gains to their organizations. However, despite this progress, there is still a need to continue building the capacity (including technical capacity building) of CBOs in CDLO territories (Findings 2.1, 2.2, 2.3, 2.6).

C.2.2. Regarding the commercial aspect, CDLO has strengthened CBOs' capacity to identify and build commercial partnerships with local and regional private sector actors. However, many organizations do not have current commercial partnerships nor do they report increases in annual sales (Findings 2.4 and 2.5).

C.2.3. While CDLO has strengthened CBOs' organizational capacity and reinforced the social fabric, challenges persist in strengthening trust, building willingness to work as a team, enabling conflict resolution, and encouraging leadership renewal (Findings 2.7 and 2.8).

C.2.4. CBO capacity-building processes promote a culture of legality and formality in CDLO corridors, and CDLO should continue pursuing and improving these processes (Finding 2.9).

RECOMMENDATIONS

R.2.1. Publish and disseminate a document systematizing the lessons learned from CDLO's practical support model for CBOs, identifying good practices and generating recommendations for future support carried out by CDLO and/or other programs (Conclusion 2.1).

R.2.2. Continue strengthening the support, accompaniment, and follow-up to commercialization activities of producer CBOs to deepen and scale commercialization results by working jointly with private actors (Conclusion 2.2).

R.2.3. Strengthen, as part of the integral support provided to CBOs, the accompaniment and training provided to CBOs in terms of conflict resolution, trust, teamwork, and possible leadership renewal (Conclusion 2.3).

R.2.4. Publish and disseminate a document systematizing the design, implementation, and lessons learned from the training, internship, and exchange strategies targeting rural youth developed by CDLO (Conclusion 2.1).

R.2.5. Design and implement internal and external communication strategies to specifically highlight the relevance and benefits of being part of the culture of legality in CDLO territories (Conclusion 2.4).

ECONOMIC DEVELOPMENT

Q3: HAS CDLO'S INTERVENTION BEEN EFFECTIVE IN CREATING A LOCAL ENVIRONMENT CONDUCTIVE TO A LICIT ECONOMY IN THE TARGETED REGIONS?

FINDINGS

F.3.1. CDLO has contributed to strengthening the local economic conditions through improvements in road infrastructure that have reduced travel times and costs. Infrastructure improvements allow roads to be used in rainy seasons, reduce accidents and travel times, and prevent landslides and road damage. CBOs' comments show their positive perception of these improvements:

Why? The benefit of the roads being good is they give motivation; if you are going to bring a load of bananas, the cost of bringing them is low because if you didn't have animals, you had to bring; for example, a load of bananas where the cost of a load of bananas was practically enough to pay the freight only. Focus Group CBO. San José del Fragua, Piedemonte San José.

We already notice it with the work of Community Development and Licit Opportunities. 'Yes, sir, we support you,' for example, for fish farming. 'We are going to support you with this cold room' or look, 'we are going to give you this feed; do it, produce,' 'sir, but look, the road doesn't work, and how can I get my product out of here?' So now they built treadplate, which helps keep passenger and cargo traffic flowing in winter. Interviews CBO. Puerto Libertador, Villanueva – Juan José – La Rica.

Of the CBO directors surveyed, 36.8 percent stated that between 2018-2021, reductions in travel time occurred due to the improvement of a critical tertiary road in their area. CBOs participating in the Social Mapping session claimed that on average CDLO-supported road improvements had reduced travel time by 37.8 percent, higher than the reduction reported in CDLO's database (26.7 percent).⁶² According to both sources of information, reductions in travel times range from 10 percent to 70 percent (see Exhibit 6).

⁶² In the social mapping exercises, CBO members established the time reduction on the routes intervened by CDLO based on their experience, and through discussion among all participants in order to reach a consensus.

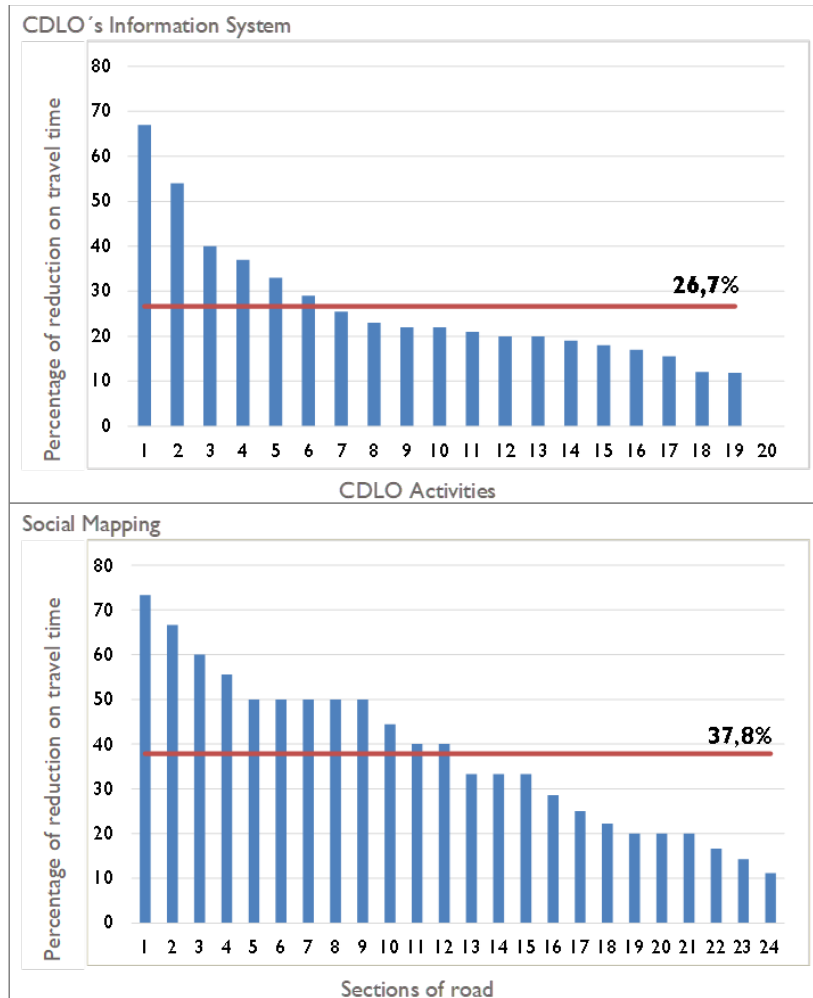


Exhibit 6: Percentage of reduction in travel time.
SOURCE: CDLO MISSION AND SOCIAL MAPPING

Travel time reductions decrease transportation costs for people and agricultural production or supplies. However, most municipalities lack formal transportation to CBO *veredas*, so these cost reductions refer to informal motorcycle taxis, trucks, minibuses (*colectivos*), and buses (*chivas*). Activity participants explained this dynamic:

So, by improving the road and being able to enter a chivero, the cost decreased, to say something, a load went from COP\$15,000 to COP\$5,000, so the cost tends to decrease. Interview with the local government official. Tarazá, La Caucana-San Miguel.

The cost of [motorcycle taxis that the JACs had to pay] to go to the vereda has decreased because, you know, the roads were so bad... those hills were rougher, that is, damaged, now we have a treadplate, and the JAC's motorcycle goes on that, so it is less expensive. Interview with CBO. San José del Fragua, Piedemonte San José.

F.3.2. CDLO has contributed to improving local economic conditions directly through the provision of productive assets and indirectly through improvements in access to public services and social infrastructure. CDLO's investment in community infrastructure (including education) represented 6.4 percent of CDLO's total investment during the period covered by this evaluation. Community

infrastructure activities include community centers, rural libraries, and cultural centers. In educational institutions, these investments have enabled the construction of classrooms, school canteens, sports centers, and laboratories. Additionally, various schools have undergone remodeling. Even though CDLO is not one of the main actors contributing to community infrastructure improvements in the targeted corridors (in contrast to CDLO's leading role in improving road infrastructure), CBO members and directors highlighted CDLO's participation in community infrastructure projects.

CDLO has not invested directly in providing basic utilities (electricity, potable water, basic sanitation, and communications), but it has indirectly contributed to improving access to these services through road improvements. For example, a CBO in the municipality of El Tambo stated that it has become easier for healthcare workers to access the territory to perform medical treatments or respond to emergencies that require an ambulance. In the same vein, other CBO members said:

It was also made in the Boquerón hamlet, where the health center is located; an energy transformer was also installed so that the health post would have electricity and an access ramp; this benefits the 28 veredas. Social Mapping CBO. San José del Fragua, Piedemonte San José.

F.3.3. Although the majority of producer CBOs engaged in traditional economic activities, CDLO has largely financed non-traditional economic activities such as rural tourism and gastronomy, contributing to the diversification of the local economy. According to results from our surveys, CDLO's activities are focused on traditional economic activities, mainly agricultural and agro-industrial, with an innovative and market-oriented approach.⁶³ These activities exist or have a specific tradition in the targeted corridors, such as cocoa, coffee, rubber, cachama (a freshwater fish), and vegetables. Of the CBO directors surveyed, 72.1 percent stated that the most important activity for their CBO is traditional. Non-traditional economic activities involve community tourism chains, creative industries, and communications collectives and show relatively low participation. When asked, 24 percent of directors said they consider their CBO's main activity non-traditional.⁶⁴

Regarding CDLO investment shares (a total of COP\$68,618 million), 38 percent were targeted toward traditional economic activities, 53 percent of investments were targeted toward non-traditional economic activities, and 9.5 percent toward services and infrastructure support.⁶⁵ In the non-traditional economic activity category, the evaluation identified 19 different economic activities, representing COP\$11.785 million (including tourism and related activities and the creative economy).⁶⁶

F.3.4. CDLO has stimulated value-generating activities for producer CBOs, contributing to the diversification of the local economic conditions. CDLO has sought to integrate its activities. For example, in La Macarena, in addition to promoting new tourist destinations besides the already well-known Caño Cristales, CDLO has also integrated tourism-related activities, such as birdwatching. It has also promoted activities to facilitate the transformation and generation of value, such as beekeeping in Tazará and Cáceres (production of wax and raising queen bees) or the marketing of ASOACASAN's brand of chocolate in San José del Fragua. Nevertheless, some innovations related to products and processes are in an early stage regarding new production lines, cost reduction, and productivity

⁶³ According to comments on the presentation of findings and conclusions of the evaluation prepared by CDLO in November 2021.

⁶⁴ Source: Survey of CBO Directors.

⁶⁵ Source: CDLO data, Mission Activity, Investment and Budget.

⁶⁶ From Mission as of October 30, 2021.

enhancement. For example, in the case of a CDLO-supported studio for the production of musical instruments in Tumaco, at the time of the evaluation the studio was operating, but there was not a business plan in place, a scale of production had not been determined, and a market was not apparent.

F.3.5. CDLO has trained young people in activities such as gastronomy, jewelry, and the production of musical instruments, supporting them in accessing economic opportunities and helping diversify the local economy while reinforcing cultural traditions. This finding comes from CDLO's diagnostic process, which identifies cultural, musical, and gastronomic traditions of the geographic corridors, and uses this information to establish youth training programs connected to the traditional culture with the ultimate aim of rendering these practices as productive, economically profitable activities. In turn, establishing economic value could help maintain and preserve cultural traditions, which often lie at the heart of community identity but are currently at risk of being lost. Thus, CDLO contributes to the preservation of intangible cultural heritage.

The evaluation identified an example of this dynamic of economic value and preservation in the municipality of Guapi, where activities to recover the region's cultural heritage are active. In this sense, the strengthening of CBOs, such as *Semblanzas del Rio Guapi* (a musical group) and a music school, have contributed to preserving the musical legacy of the area and passing it on to new generations. At the same time, the organizational capacity building seeks to shift the local perspective on music, emphasizing its status as an economically profitable activity that can be integrated into viable jobs for young people in the municipality. For instance, *Semblanzas del Rio Guapi* has begun to make its music available on streaming platforms (e.g., Spotify) and generating income. Another case from Guapi is a jewelry school where a new generation revived the tradition of Caucasian filigree as a possible source of income. When the evaluation occurred, the CBO promoting Caucasian filigree had trained students but had not yet generated income. These ventures align with the creative "orange economy" (*economía naranja*) promoted by the Colombian government at the time of the evaluation and vary in terms of significant business development.

F.3.6. CDLO has successfully leveraged other resources in the targeted territories for infrastructure projects. However, more resources could be leveraged by the economic component of the activity for crucial services associated with the activities. In addition to supporting productive infrastructure and community and public social goods to enhance economic activities, CDLO has leveraged contributions from commercial partnerships and budgetary resources from sources such as territorial and national entities for infrastructure works.

Although CDLO does not plan to invest in internet connectivity, actors participating in the evaluation identify this type of investment as crucial for communications collectives and economic development in these regions. Another investment mentioned as essential by CBO directors and members is related to technical assistance to increase the volume and quality of crops as a strategic element for the commercialization of farming. CDLO can leverage resources for these types of investments (internet connectivity and technical assistance) through partnerships and investments that were made outside the scope of CDLO but which had an effect on CDLO activities. Leveraging such resources could respond to the constrained fiscal situation of national and local governments, the private sector's focus on profitability, the economic challenges brought about by the COVID-19 pandemic, and the slow recovery of the productive sector.

F.3.7. CBOs perceived a positive and improving economic environment. Of the CBO members surveyed, 70 percent perceived that the economic situation in their *veredas* had “improved” or “remained the same” compared to 2018.⁶⁷ This perception is similar across all regions, with producer CBO members perceiving a greater improvement in the economic situation (75.2 percent). Links by producer CBOs to economic activities could explain the perception of better economic conditions and positive expectations (See Exhibit 7).

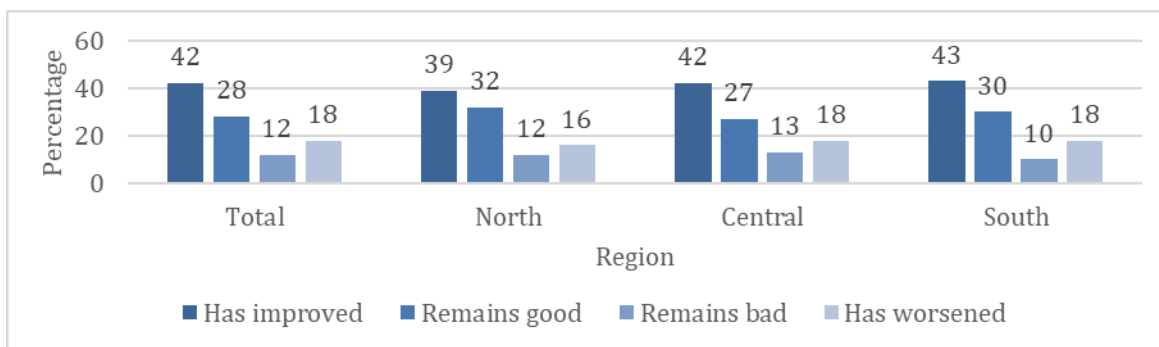


Exhibit 7: Perception of members of the change in the economic situation of their *veredas* since 2018.

SOURCE: SURVEY OF CBO MEMBERS

CDLO activities represent an opportunity for CBOs to mitigate the influence of illicit economies or undertake or strengthen activities in licit economies. Participation in these activities has reduced risks to physical integrity and lives, both individually and collectively, for communities. Similarly, CDLO has contributed to peacebuilding through tourism, music, and agriculture activities. It has also generated licit economic alternatives for communities. For example, a CBO member of the San José de Fragua Piedemonte San José corridor said: *Cocoa now is a product that you can take from the farm, and your neighbor or your friend helps you pick. The big difference with coca, which pays a little more, is that the coca comes, and if they see you with a kilo of coca, they will kill you.*

New economic opportunities represent a threat to economic actors involved in illicit activities. Moreover, viable licit productive activities promoted by CDLO are linked to the productive vocation of the targeted territory and contribute to local development. Several evaluation participants underlined this point:

I would believe that in all the initiatives that Community Development and Licit Opportunities has been supporting, they have been contributing to show the campesinos and the people of Guaviare that it is possible to change that mindset that we had for many years and in which we thought that this region was only suitable for illicit crops, to serve to drug trafficking, also Community Development and Licit Opportunities no matter what the initiative is, but when it is about the feeling of a community, and they support them and prove that it is a viable work to promote development. Interview with the local government official. San José del Guaviare, Trocha Ganadera.

In some cases, armed groups and promoters of illicit crops see cocoa producers as a threat to their business. They say that cocoa leaders in the region have been threatened, so they [leaders] try to keep a low profile so as

⁶⁷ The survey did not include questions to delve into the reasons 30.0 percent of the people responded that the economic situation in their territories worsened.

not to generate conflicts with armed groups in the region. Interview with CBO. San José de Fragua, Piedemonte San José.

I mean, this is amazing, man. I mean, which program comes with money, deposits it in the community account, the board looks for the engineers, looks for the bricklayer, looks for legal suppliers, encourages a legal economy, the legal work, and the community's work. Interview with the local government official. Tarazá, Tarazá – La Caucana – San Miguel.

CDLO activities have a more significant impact in contexts where crop substitution processes occur, because communities expect to engage in licit economic activities and CDLO contributions could complement ongoing crop substitution processes. Similarly, CDLO activities offer the possibility of strengthening a sense of collective belonging and rootedness in these territories, creating new shared meanings in these areas. A CBO director said:

Regarding tourism, we haven't had it so easy, it has been a learning process, but we want to focus on continuing to grow in our target, which is to move forward with ecotourism, our vereda, our association, that Putumayo will be recognized by something licit and that... and thus to be able to move forward and put that contribution to the peace that we need so much. Interview with CBO. Valle del Guamuez, La Hormiga.

F.3.8. CBOs recognize CDLO as the main actor making economic contributions. The highest rate of participation in CDLO is among institutional actors who contribute economically to CDLO territories (See Exhibit 8). It is also important to highlight the low participation of the private sector, except for the support that private sector actors provide through credit to CBOs.

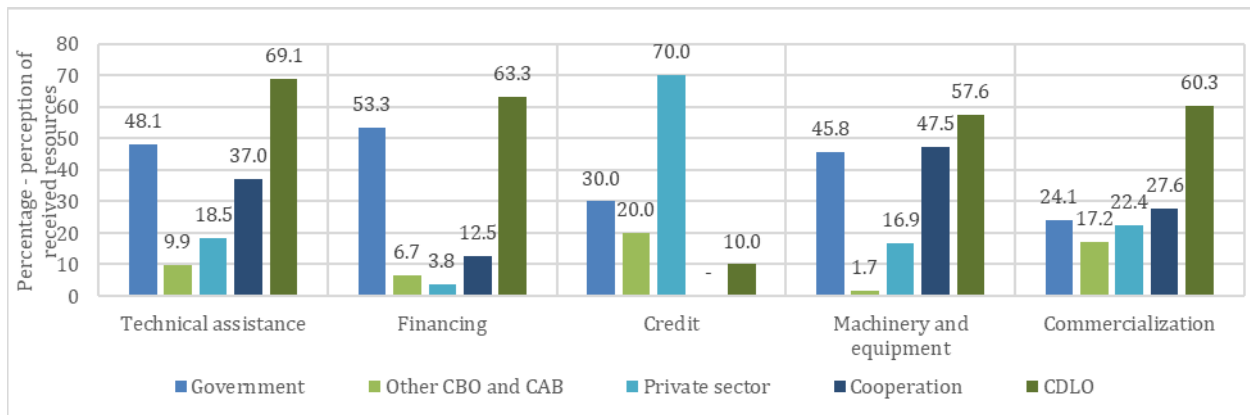


Exhibit 8: The type of institutional actor providing support to producer CBOs.

SOURCE: SURVEY OF CBO DIRECTORS

When asked to identify the support services received by CBOs for their main productive activity since 2018, 77.9 percent of producer CBOs referenced having received technical assistance or training, while 56.7 percent of producer CBOs identified having received machinery, equipment, and inputs. According to directors of productive CBOs, the services they received the least were credit (9.6 percent) and direct financing (28.8 percent).⁶⁸ It is worth noting that CDLO does not offer credit to producer CBOs.

F.3.9. CBOs reported progress in income generation, although a large number of CBOs still do not generate income or profits. Information on sales and profit allowed the evaluation team to establish that

⁶⁸ Source: Survey of CBO Directors.

23 out of 48 economic activities (of 129 total activities that make up the evaluation) recorded sales during the evaluation period. Sales originated mainly from traditional economic activities, for example, cocoa, coffee, and milk, and to a lesser extent from non-traditional activities. On the other hand, according to the survey of CBO directors, 64.4 percent of producer CBOs generated income, of which 74.6 percent calculated sales through year-end profits, earnings, or surpluses.⁶⁹ In 2020, 68 percent of producer CBOs that estimated sales calculated an average profit of 20.5 percent. Of the producer CBOs that recorded a profit in 2020, 41.2 percent said their profit increased compared to the prior year.⁷⁰ Data related to income generation and profits accessed by CDLO is insufficient and does not allow for more precise and in-depth analyses.⁷¹

Of the 104 producers surveyed in the survey of CBO directors, 97.0 percent of producer CBOs that generated income said that a determining factor for the sustainability of their economic activities was the growth of their productive activity, while 65.7 percent cited the strengthening of their productive capacity.⁷² Over one-third (35.6 percent) of producer CBOs did not generate income. Of these, 43.2 percent claimed this was due to a lack of financial resources, and 16.2 percent identified a lack of agreements among their CBO members as a reason. Other reasons cited by producer CBOs, such as lack of or weak commercialization, or high costs of starting production, represented less than 12 percent. Thus, while positive income and profit generation has taken place, the proportion of producer CBOs that have achieved these positive results remains limited. Moreover, as previously noted, it is possible that at the time of the evaluation, some CBOs had not yet reached the level of organizational maturity required to generate income or profits.

F.3.10. Challenges to improving the scope and sustainability of production, commercialization, and profit generation remain. These include access to technical assistance, technology, machinery, and financing. Although the latter is not part of CDLO's model, CBOs identified the need for this additional service. The challenges identified by CBOs vary according to their degree of economic maturity. Of the producer CBOs that have generated income, 35.8 percent claimed that they needed equipment or commodity inputs to increase their profits, 25.4 percent claimed they needed financing/credit (something CDLO does not provide), and 22.4 percent said they require technical assistance, and training. Meanwhile, 14.9 percent claimed they needed to forge commercial partnerships to increase their profits.⁷³

The evaluation identified factors limiting production and affecting the consolidation of commercialization in specific activities. Table 6 shows specific examples of factors hindering production, although the content of the table does not attempt to exhaustively incorporate all elements found in the evaluation concerning those aspects.

⁶⁹ This figure implies an increase in capacity because it shows that the CBOs have adopted more accurate administrative methods. 25.4 percent indicated they do not calculate earnings or profits.

⁷⁰ Source: Survey of CBO Directors.

⁷¹ The IP provided comment on this finding, suggesting that the COVID-19 pandemic had an impact on the feasibility of collecting this information. The data collected for this evaluation, did not allow to establish directly that the insufficiency on CDLO data availability related to income generation and profits was due to the impact of COVID 19 on CDLO data collection on activities.

⁷² The question that dealt with sustainability had multiple answers and was applied in the survey of CBO directors. As there might be several answers to this single question, the sum of the percentages exceeds 100.0 percent. Source: Survey of CBO Directors.

⁷³ Source: Survey of CBO Directors.

TABLE 6: IDENTIFICATION OF FACTORS THAT HINDER PRODUCTION AND AFFECT COMMERCIALIZATION

TERRITORIES	FACTORS THAT HINDER PRODUCTION
San José de Fragua	Lacking understanding and addressing of buyers' needs and requirements by CBOs. According to a SENA official, a limited understanding of the standards required by cacao buyers limits the CBO's ability to build credibility and trust with buyers, saying, <i>[they cannot] simply continue to cultivate as they have always been used to do.</i>
Puerto Libertador	Lacking access to new technologies to increase the productivity of fish farming CBOs.
El Tarra	Lack of intra-predial technical assistance in pruning, sanitary requirements, and post-harvest management limits the quality and value of the product.

SOURCE: EVALUATION INTERVIEWS WITH CBOs.

F.3.11. The productive activities supported by CDLO are in line with the productive vocations of the territories, and the majority of CBOs carry out environmental control activities. Although support for economic activities with a focus on environmental sustainability has not been at the core of CDLO, opportunities may exist to enhance local economic conditions. Almost six of ten producer CBOs reported that since 2018, their main environmental sustainability activity was promoting environmental actions and improving production practices for goods and services. Half of all CBOs indicated that their main environmental activity was implementing an environmental management plan and ensuring that inputs came from environmentally friendly sources. In addition, territorial entities (largely municipalities and governors' offices) have developed environmentally focused initiatives. In Tarazá, for example, entities created a productive link between the mining and the beekeeping sectors. In La Macarena, entities created circular economic activities and started using fiberglass for manufacturing canoes to avoid using forest wood. It is worth noting that CDLO complies with the regulations defined by USAID on environmental issues and considers the mitigation of environmental impacts that CBOs might generate within the framework of commercial activities and production processes.

F.3.12. There are limitations to the information accessed by CDLO regarding changes in the variables of CBOs' economic activity (e.g., quantities produced, revenues, costs, profits). For this evaluation, the data and records available were insufficient to allow for a more precise and far-reaching analysis of the performance of CDLO-supported CBOs' production and commercial activities in terms of volume, production costs, productivity, marketing, and income generation. The evaluation team also found no clear strategy or data to follow up on establishing and developing commercial agreements.⁷⁴

CONCLUSIONS

C.3.1. By supporting producer CBOs, CDLO has contributed to the generation of added value and the strengthening of economic activities in CDLO territories, especially regarding non-traditional economic activities (Findings 3.3, 3.4 and 3.5).

C.3.2. In addition to the direct CDLO investments to strengthen productive activities and the provision of productive assets, the Activity has successfully supported the construction and improvement of

⁷⁴ To deepen the evaluation analysis of commercial partnerships, secondary information provided by the IP was included in finding 11. Even using this information, the evaluation team found a need to standardize the available information to foster greater understanding of the activities.

infrastructure, which also has positively impacted the context for the development of local economic activities (Findings 3.1, 3.2, and 3.6).

C.3.3. CBO members have positive perceptions of local economic conditions. CBOs recognize CDLO's economic contributions, and more than two-thirds of the CBOs report that the organization's income, as a whole, increased. However, several organizations still do not generate income, demonstrating the challenges faced in strengthening the economic activities of the organizations (Findings 3.7, 3.8 and 3.9).

C.3.4. The evaluation identified support that environmental assistance could be integrated into CDLO financed activities even though environmental assistance is not part of CDLO's current intervention model, including support to access technical assistance and sources of financing and strengthening related to environmentally sustainable development. Including these aspects in future programs could improve the scope and sustainability of supported economic activities (Findings 3.10 and 3.11).

C.3.5. CDLO complies with USAID's environmental area requirements and Colombian environmental regulations. However, the intervention model does not include specific actions related to environmental practices, which some CBOs have developed independently. These practices could be supported as a mechanism to strengthen the added value and compliance with standards that some markets may demand, which are worth incorporating because of their potential benefit to organizations (Finding 3.11).

C.3.6. Opportunities may exist to improve the quantity and quality of information on the economic performance of CBOs to identify changes related to CDLO support (Finding 3.12).

RECOMMENDATIONS

R.3.1. Design and implement actions to expand the effective and extensive use of productive and social infrastructure and productive assets provided with CDLO support, generating sustained positive impacts in the local economy (Conclusions 3.1 and 3.2).

R.3.2. Continue combining actions to diversify the economy and support the production and commercialization of sustainable products that are part of traditional economies in future CDLO support or future programs implemented in the territories (Conclusion 3.1).

R.3.3. Strengthen actions carried out to guarantee the sustainability of the support granted by CDLO to CBOs, depending on the type of organization and productive activity, with special emphasis on achieving complementarity in the access by CBOs to other programs. This will ensure that the support provided by CDLO is part of an integrated but finite intervention model while contributing to the indicators of leveraged resources by the program (Conclusion 3.3).

R.3.4. Design and implement a strategy to support CBOs in identifying and managing alternative financing necessary to continue or scale their productive activities (Conclusions 3.3 and 3.4).

R.3.5. Carry out actions to facilitate and support the access of producer CBOs to technical assistance, including through the public Agricultural Extension Subsystem (SEA), as well as other local market actors offering the service. By doing so, the capacity-building processes supported by the CDLO will be complemented by access to technical assistance that enhances the productive and commercial capacity of organizations (Conclusion 3.4).

R.3.6. Analyze approaches and actions to support green and environmentally sustainable products worth incorporating into the CDLO support model for producer CBOs, seeking to expand business opportunities that contribute to local, sustainable development (Conclusions 3.4 and 3.5).

R.3.7. Design and implement a strategy to deepen the quantitative and aggregated analysis of economic performance data of the producer CBOs supported by CDLO (Conclusion 3.6).

PROVISION OF GOODS AND SERVICES

Q4. HOW EFFECTIVE HAS THE ACTIVITY'S MODEL TO PROVIDE GOODS AND SERVICES BEEN IN REACHING ITS RESULTS?

FINDINGS

F.4.1. CDLO has contributed to improving the provision and quality of road infrastructure. Road infrastructure represented 41.3 percent of CDLO investment. This infrastructure reaches 80.6 percent of targeted corridors and includes the construction of treadplates, culverts, bridges, pedestrian bridges, retaining walls, and box culverts. In municipalities such as Tumaco, Timbiquí, and La Macarena, infrastructure projects also included improvements in river transportation. Infrastructure activities have benefited CBOs. According to 65 percent of CBO directors, from 2018 to 2021, the most crucial tertiary road for the operation of their CBO was either maintained, repaired, or upgraded. Of those directors, 55.7 percent identified CDLO as an actor contributing to this improvement.

F.4.2. The model of execution of projects through JACs has been successful, even generating surpluses that were reinvested in the communities. Fifty-five percent of CBO directors claimed that CDLO-supported projects resulted in monetary surpluses, which allowed other projects to be carried out. The JACs carried out these projects at high standards and used local resources. The generation of surpluses has allowed JACs to carry out other projects in the communities in addition to those initially planned, as the following JAC pointed out:

In the end, we were able to complete the target of 14 sewers, and from the whole exercise, we were fortunate that the community action board had a couple of resources left over with which there was an agreement to build one more sewer. The work was no longer the 14 culverts, but one more culvert was built under the same conditions. Interview with CBO. Samaniego, Chuguldi.

JACs clarified that CBOs' execution of resources could be more efficient than the contractor execution model usually used by the municipal authorities. For example, interviewees explained that under the typical contractor model, the execution takes longer, and there is no surplus:

That was wonderful, one person told me from one of those works, teacher, we have a surplus here, we are going to use it for this, what do you think? And you go and check the budgets and compare with what you would normally have spent, for God's sake, that's huge, the difference is huge and profound. CDLO territorial staff member. Puerto Libertador, Villanueva – Juan José – La Rica.

F.4.3. CDLO has contributed to improving the provision and quality of local productive infrastructure, contributing in turn to the improvement of the economic environment. However, the effective use of the infrastructure could be expanded. CDLO municipalities have low access to productive infrastructure, as 27 percent of CBO directors report having access to municipality collection, storage, and warehousing centers, and 20 percent report having access to processing plants. Between 11 percent

and 15 percent of directors said that between 2018 and 2021, there were infrastructure improvements in their municipalities, and between three percent and five percent of these directors said that CDLO contributed to the improvements.⁷⁵ During the evaluation period, 12 percent of the investment resources of the infrastructure component were allocated to productive infrastructure, mainly collection centers, tourist services (including investments in inns, glamping, ecolodges, showcases, eco-parks, spas, restaurants, kiosks, canoes, and engines), creative laboratories, and innovation centers. CDLO has executed this infrastructure work in 52.8 percent of the targeted municipalities.

An example of infrastructure support is evident in the following comment:

But now with all this that we are experiencing, the access road, the collection center is making many people see it as feasible and more profitable for them, and they want to join this group, to join us to be part of beekeeping in the region. Focus Group CBO. Tarazá, Tarazá – La Cauca – San Miguel.

F.4.4. CDLO has contributed to improving the provision and quality of social infrastructure in the intervention territories. CDLO's contribution to basic services is also related to ensuring that the productive and community infrastructure is provided with basic services. For example, CDLO contributed by installing solar energy systems in collection centers, giving access to the internet in community centers to disseminate relevant information about the territory and CDLO's activities, and providing toilets and potable water in educational institutions. Examples of this complementary infrastructure are evident in the following comments by CBO and CDLO officials:

Elements for the boarding school, improvement of the sanitary batteries of the institutions, and the solar panels for the local pipeline. Interview with CDLO territorial staff member.

F.4.5. CDLO has indirectly contributed to improving access to basic services. CDLO made the strategic decision to contribute to the provision of basic services indirectly and thus achieve the targets of its performance indicator: “CDLO-04-C percentage increase in the number of citizens with access to basic services provided by municipalities through CDLO-supported activities.” As reflected in Finding 3.2, CDLO invested in productive and community infrastructure (including educational institutions) that indirectly contributed to basic services. Additionally, CDLO invested in community services. From 2018 to 2021, 27.6 percent of CBO directors who reported improvements in community centers highlighted CDLO's participation. Moreover, 14.6 and 12.8 percent of the members who identified improvements in cultural centers or libraries in educational centers, respectively, noted CDLO's participation.⁷⁶

F.4.6. The projects to improve the provision and quality of public goods and services financed by CDLO are in line with local needs and, in most cases, have met expectations. For most directors and members, CDLO's infrastructure projects are aligned with the “most important needs” of the CBO and of the *vereda*, where they carry out their main social and economic activities (See Exhibit 9).

⁷⁵ Source: Survey of CBO Directors.

⁷⁶ Source: Survey of CBO Directors and Members.

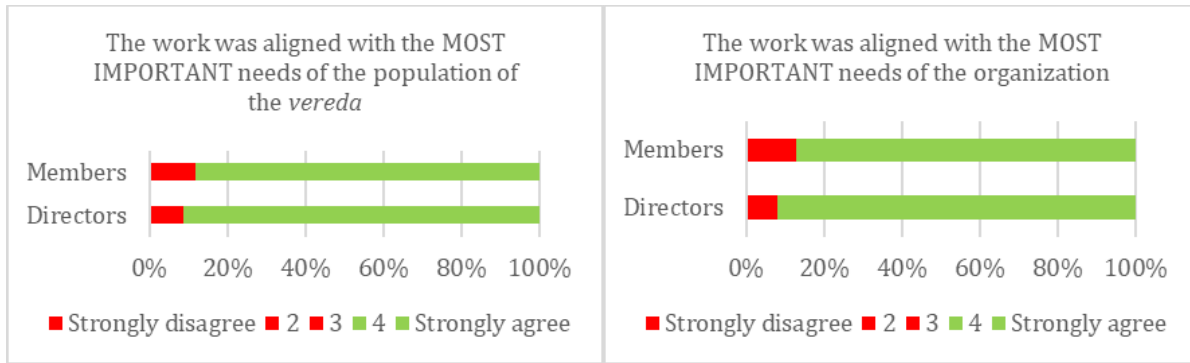


Exhibit 9. Work that was aligned with the most important needs of people or CBO.

SOURCE: SURVEY OF CBO DIRECTORS AND SURVEY OF CBO MEMBERS

CDLO and CBOs prepare proposals for these activities jointly, taking into account the productive vocation of the corridor and the interests and experience of CBOs. CBOs present proposals for approval with the CDLO territorial evaluation spaces. However, in the design phase, several CBOs expressed discrepancies between the communities' expectations and the type of work that can be financed by CDLO, which sometimes led to tensions. For example, a CBO claimed:

The recommendation I would make it to be quite concrete and clear at the beginning of what is going to be done or to generate strategies of not generating so many expectations but better to say it at the end, because what happened with the Activity in the CBO that we are in is that they were told that we were going to do without reviewing a few issues in terms of budget, let's say. Interview with CBO. Valle del Guamuez, La Hormiga.

F.4.7. CDLO and governments are recognized in the communities as the main actors supporting infrastructure maintenance. The evaluation found that CBO's directors identified governments and the CDLO Activity as the main actors supporting maintenance infrastructure projects, with 69.7 percent and 55.7 percent mentioning these actors, respectively.

F.4.8. The infrastructure projects financed by the activity benefit CBO communities as well as neighboring communities. Concerning road infrastructure, the sections of improved roads are located in the territories where CBOs operate. As these roads are also used to access other *veredas*, municipalities, and cities in addition to those in which CBOs are located, the improved road sections also benefit neighboring communities. The map in Exhibit 10 shows how road projects improved CBO mobility, access to products, and the surrounding communities' connectivity. Infrastructure activities (yellow on the map) have greater geographic coverage than traditional and non-traditional activities (blue and red on the map). Moreover, synergies emerge when several infrastructure projects are carried out on different sections of the same road (See Exhibit 10). In terms of productive infrastructure, CDLO-supported collection centers are intended to benefit CBOs and other local actors that require these services. Regarding community infrastructure, support for the construction or endowment of libraries also benefits other communities and CDLO's targeted beneficiaries.

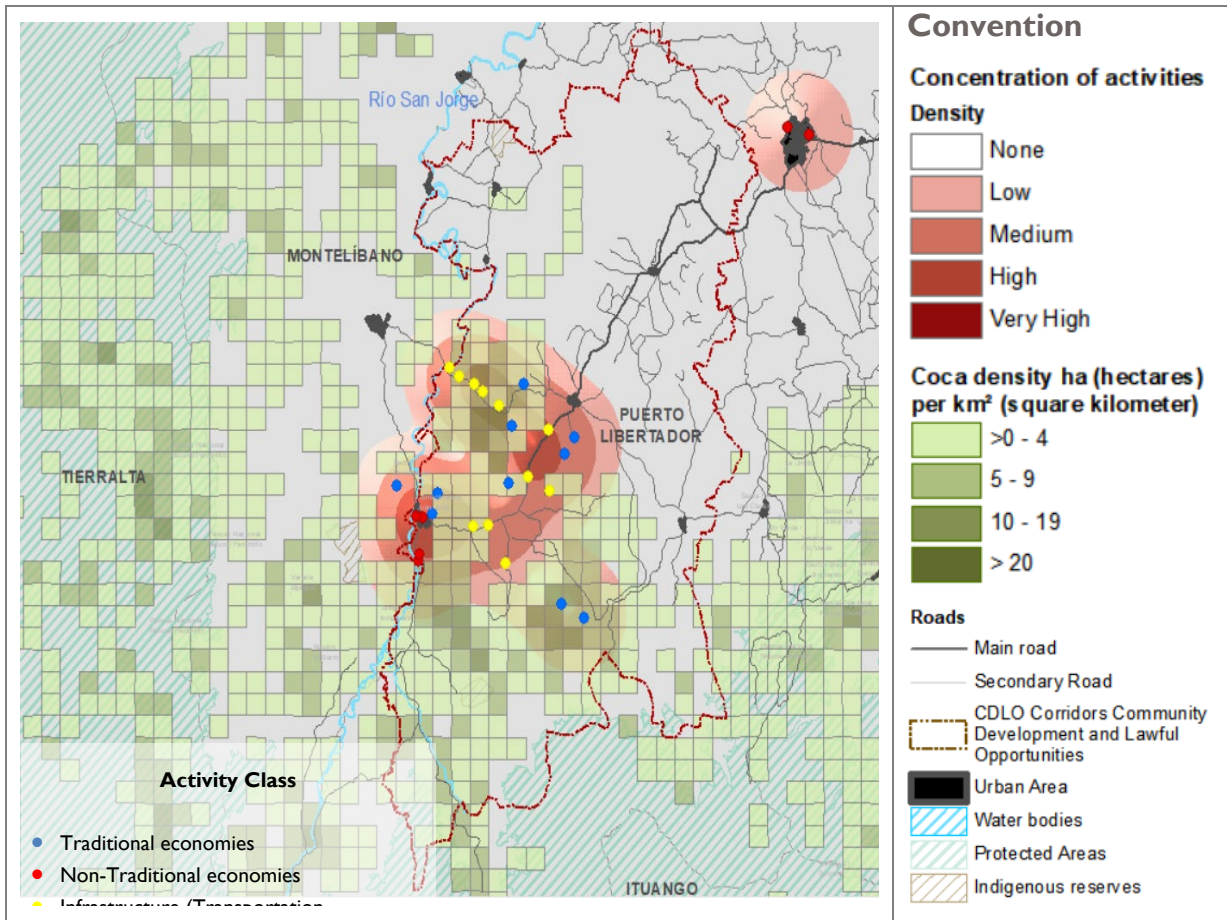


Exhibit 10. Networks in the geographic corridor of Villa Nueva, Juan José, La Rica - Córdoba.

SOURCE: SOCIAL MAPPING, SURVEY OF CBO DIRECTORS

A CBO leader explains: *It was a need that not only welcomes a community, but also welcomes another part of the territory...it will not only be a single institution that will benefit, but an educational corridor, and apart from this educational corridor, the communities surrounding this corridor will also benefit. The beneficiary population was not small, but rather a fairly large population within the municipality.* Interview with CBO. Samaniego, Chuguldí.

F.4.9. Most CBOs participate in the design, execution, and follow-up of infrastructure projects. Their participation has been diverse. From 2018 to 2021, 62.8 percent of CBOs participated in infrastructure projects. Concerning JACs, 80.4 percent participated in these projects during the evaluation period.

Our survey found that 31.1 percent of CBO directors (and 19.3 percent of members) who participated in CDLO-supported infrastructure projects stated that they were involved in the design process. CBOs claimed they were part of the decision-making on the location of the infrastructure projects, but they did not participate in other design decisions. The following statement may explain the low participation of CBOs in the design phase of infrastructure works:

We did go to do that, we went to look, to prioritize where we wanted the culverts, at what exact point, because we had to look at a strategic point to have, let's say, more impact on the road, right? And that, we went, we were attentive. Interview with CBO. El Tambo, Quilcacé - La Gallera.

Regarding the execution of resources, 94.7 percent of the investment resources of the CDLO infrastructure component were executed by CBOs, mainly by JACs (85.4 percent of total resources). The evaluation found the lowest participation of JACs in productive infrastructure, where JACs managed 61.3 percent of these resources. The remaining part of the investment in productive infrastructure was executed mainly by producer CBOs (16.9 percent). In Guapi and San José del Guaviare, the executors were ethnic and women's organizations. Regarding community infrastructure, JACs executed 78.2 percent of the resources, with significant experience in multi-actor execution. For example, the *Laboratorio creativo y empresarial*, a creative business lab in Tumaco, operated through a collaboration involving La Espriella JAC, the Local Community Council, the La Espriella primary school, and the Parents' Association. Interviewees from the CBO explained that:

When CDLO arrived, people thought it was just another program, and we liked the work CDLO did because it began by raising awareness, and the meetings articulated us, the community action board, parents' association, students, and we all came and contributed ideas and brainstormed until this whole process happened. Interview with CBO. Tumaco, Dosquebradas – La Espriella.

With regard to social control, 57.1 percent of CBO directors (35.5 percent of members) who took part in CDLO-supported infrastructure projects stated that they had also taken part in project supervision or a community audit.⁷⁷ For the execution of infrastructure projects, CDLO requested that JACs create a committee dedicated to the supervision or oversight of contracted goods and services. In some cases, external actors, such as the mayor's office (Puerto Libertador) or representatives of other communities (Timbiquí), also took part in oversight. A CBO described the contributions of these committees:

INTERVIEWER: I mean, were the overseers active? Did they give you recommendations? Did they show you what could be improved?

INTERVIEWEE: We had to do it in a season when winter was active, and there were times; for example, when we had this stretch and water was [leaking]. So, they would pass by and look, "see, the water is going to get in there, you have to reinforce it there," so they were always on the lookout. Interview with CBO. Puerto Libertador, Villanueva – Juan José – La Rica.

This type of social control ensured that work was carried out per the intended schedule and budget. As a result, CBO directors and members rated the execution of projects within the planned time frame and at or under the allotted budget on average at 4.6 and 4.2, respectively, on a scale from 1.0 -5.0.⁷⁸

Road repair and maintenance of financed projects by CDLO after their completion are not part of the agreement of CDLO implementation, nor are they an obligation of the activity. However, JACs have shown interest and have actively participated in road construction with CDLO and have suggested that the maintenance of those projects is of their interest. The participation of JACs in maintenance can benefit JACs and communities. This type of maintenance is common for JAC activities. In addition, community residents often actively participate in road maintenance through collective workdays led by JACs. During these workdays, residents conduct maintenance of the roadsides, including shoulders, ditches, and culverts.

⁷⁷ Source: Survey of CBO Members and Directors.

⁷⁸ Ibid.

The management of productive infrastructure is carried out by CBO beneficiaries of the CDLO's economic development component, who operate agricultural collection centers and tourism infrastructure. In some cases, such as in Puerto Libertador, CBOs have not yet defined an administrative and financial model for operating the collection center. It is worth noting that the operation of the productive infrastructure may face limitations due to shortfalls in technical knowledge.

Government officials or JAC directors are responsible for the operation of community infrastructure and are in charge of decisions regarding the scheduling and usage of this space. In the case of a rural library for peace, the library staff, in addition to being in charge of the space, also carry out diagnostics to establish which of the communities within the library's coverage area could benefit from technological or digital initiatives.

F.4.10. The successful use of resources has allowed JACs to gain internal and external legitimacy, which could facilitate procurement for future projects. For the members surveyed, CBO participation in infrastructure projects with CDLOs has contributed to internal legitimacy (among organization members) at a rate of 4.2 out of 5.0 points. Members' assessment of their CBO's external legitimacy (vis-à-vis CBOs or public or private entities) averaged 4.0 points.

This result is important because the relationship between JACs and the public sector before the implementation of CDLO was defined by distrust.⁷⁹ A CBO member stated:

...the same government that attacks the hardest and the one that believes the least in the administration of the community councils realizes that it is possible to do things well. Interview with CBO. Timbiquí, Cultural Costa Pacífica.

After the implementation of CDLO infrastructure projects, public sector confidence in CBOs, mainly JACs, increased. A local government official explained that:

...[CDLO] empowered the community action board presidents, the resources yielded, there was transparency, there was a commitment, there was collective work, I mean, the resources lasted. Interview with a local government official. San José del Fragua, Piedemonte San José.

F.4.11. CDLO has been able to connect to and leverage budgetary resources from other sources for infrastructure projects, although coordination between local governments and JACs regarding the execution of infrastructure projects has been limited. Municipal authorities have sometimes facilitated contact between CDLO officials and JAC members. In other cases, the municipalities provide advice or support to JACs. However, JACs rarely collaborate with the municipal government to execute the projects. One interviewee explained that the municipality only acted as an intermediary to introduce CDLO to the CBO, and the municipality did not perform any other activity:

As I said, I mean, the official from the municipality introduced us to Community Development and Licit Opportunities, and that was it... It was no more, he came here once or twice when we were working, greeted us, 'guys, congratulations, we are doing very well,' and that was it, nothing more. Interview with CBO. Tarazá, La Caucana-San Miguel.

⁷⁹ In some territories experiences with projects involving JACs had not being positive in terms of the results and the efficient use of resources. The experience with CDLO projects implied recognition of JACs' capacity and results.

The evaluation team found a few rare cases where the interaction between the JAC and the municipality was high. For example, the municipality of Samaniego supported road improvement JAC by lending JAC construction machinery.

While municipalities and JACs rarely cooperate directly on public projects, CDLO has sought to facilitate increased scale by promoting complementarity with the infrastructure investments carried out by territorial and national entities. For example, in Puerto Libertador, the municipality constructed infrastructure to complement CDLO projects: JACs built a treadplate on one part of the road and the municipality on the other. In San José de Fragua, in addition to the CDLO projects, the ART also provided resources for constructing another section of roadway, which the government executed. When municipalities or governors’ offices carry out their infrastructure projects, they use a contractor-based model with little or no JAC participation.

F.4.12. Despite CDLO's contributions, challenges to improving the provision of rural goods and services remain. These challenges should be addressed jointly with relevant actors. Despite CDLO's contributions to improving the provision of rural services, the reality for CBO directors and members is that access and quality of basic services remain unresolved in their *vereda*. The word clouds in Exhibit 11 illustrate this perception based on the answers of CBO directors and members. CBO directors and members were asked the following question: *From the point of view of this organization, explain in two words what is the main issue or need that has not yet been addressed, and that is a priority for the socio-economic development of the vereda.* After roads, which represent the most prevalent response received, sewage and electricity emerge as the next most frequent main issues or needs that stand out. Achieving adequate coverage and quality of services requires the interaction of different actors across the territory.

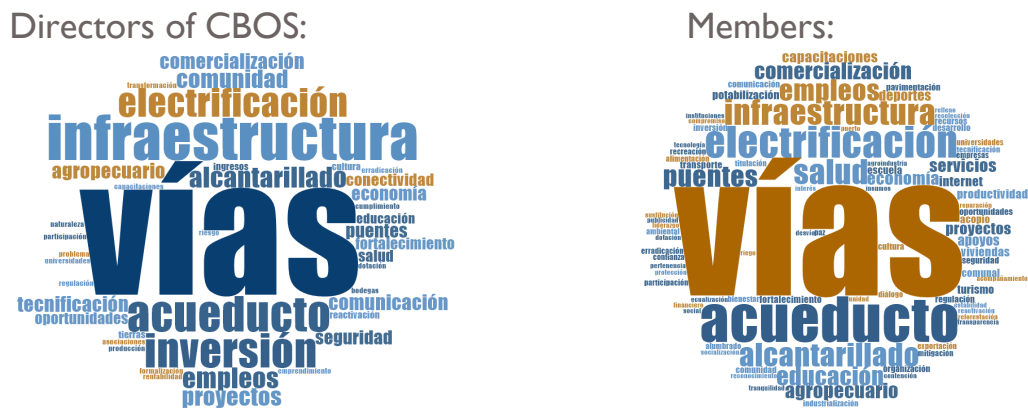


Exhibit 11. Word clouds depicting the main socio-economic development need of the *vereda* (Spanish).
SOURCE: PREPARED BY THE EVALUATION TEAM BASED ON A SURVEY OF CBO MEMBERS AND SURVEY OF CBO DIRECTORS

CONCLUSIONS

C.4.1. CDLO’s infrastructure creates direct mobility benefits by reducing transportation times and costs and improving the economic environment (Findings 4.1 and 4.3).

C.4.2. Through road improvements and the provision of utilities in schools and community centers, CDLO contributes indirectly to increasing access to basic services. However, low access rates still require coordinated actions that are beyond the scope of the Activity (Findings 4.4 and 4.5).

C.4.3. JACs are efficient in managing the available resources (including schedule, budget, and labor) when executing CDLO infrastructure projects, which demonstrates that efficient execution enables the generation of surpluses to finance new projects and wins them the necessary internal and external legitimacy to carry them out. However, few JACs have carried out other projects (Findings 4.2 and 4.10).

C.4.4. CDLO's goods and services provision projects respond to the needs of CBOs and communities. Governments and the CDLO Activity are recognized as the leading actors supporting infrastructure maintenance, benefiting targeted communities and communities in neighboring areas (Findings 4.6, 4.7, and 4.8).

C.4.5. CBOs participate in different stages of infrastructure projects, achieving efficient execution and gaining legitimacy. The above also helps CBOs to continue to serve as executors of future projects (Findings 4.9 and 4.10).

C.4.6. Despite the successful completion of projects, and even though CDLO has coordinated with and leveraged budgetary resources from different sources, there are still challenges to improving the provision of goods and services in the targeted territories, although these go beyond the scope of the activity (Findings 4.11 and 4.12).

RECOMMENDATIONS

R.4.1. Design and implement a strategy to further document and promote the infrastructure projects execution model with JACs, taking advantage of the capacity generated and the possibilities of replication as a strategy to enhance local development as an input for USAID Colombia (Conclusions 4.1, 4.2, 4.3, 4.4, and 4.5).

R.4.2. Analyze the scope, reach, and pertinence of including indicators such as CDLO-04-C (Percentage increase in the number of citizens with access to public services provided by municipalities supported by CDLO) and CDLO-14-O (Percentage change in the school dropout rate) in future USAID programs, recognizing that these types of indicators respond to aggregate municipal effects that can exceed the operating capacity of a specific activity (Conclusion 4.6).

MULTILEVEL DIALOGUE

Q5: HOW EFFECTIVE HAVE THE MULTILEVEL DIALOGUE MECHANISMS BEEN IN FOSTERING COMMUNITY PARTICIPATION AND INCREASING THE IMPACT OF TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT DECISIONS?

FINDINGS

F.5.1. Through the development of infrastructure projects with CBOs, CDLO has been able to start building the trust required to engage in multilevel dialogue. CBOs and communities have been affected by the conflict and previous negative experiences with international development, which has hampered their communication capacities and relationships with other actors. It is therefore crucial for CDLO to build trust. This initial trust is built through activities like diagnostic dialogues and financing road infrastructure projects. A CDLO officer explained:

When the Program arrived (...) in August, the Program started an activity called Road Infrastructure Improvement with treadplate interventions in four municipalities to generate confidence in the communities so

that the communities would know about the Program. Interview with CDLO territorial staff member. cSe: El Tarra.

F.5.2. CDLO has successfully created networks that connect CBOs and contribute to building clusters of licit economies in the corridors. The multilevel dialogue component builds partnerships between different types of CBOs: producer associations, JACs, communication collectives, sports clubs, and other groups. Data from the survey of CBO directors showed that 40.8 percent of CBOs work with other CBOs, including across geographic corridors. CDLO has created synergies by building complementary partnerships and strengthening clusters of licit economic activities in the targeted corridors. This evaluation characterizes these observed interrelationships as follows:

- Horizontal linkages between traditional and non-traditional economic activities.
- Horizontal linkages between producer CBOs and communications collectives.
- Linkages of economic activities with cultural traditions by the other CBOs.
- Linkages between communication strategies and re-signification⁸⁰ of the territory.

Based on this typology of linkages, the evaluation team found that CDLO has constructed networks according to what the team termed a “*spider strategy*,” the Activity positions itself at the center of a web of relationships, with horizontal linkages connected to the main activity, and actors connected across this web. That is how CDLO built a relationship network through which it seeks to intentionally strengthen clusters of licit economies.

Exhibit 12 shows quantitative and geographic information to characterize the process of network building that was carried out by CDLO in a geographic corridor. The evaluation team combined data from two sources: the survey of CBO directors and social mapping based on qualitative group work carried out with beneficiaries.⁸¹ The box below contains a representative network analysis of El Tambo municipality based on the CBO’s directors’ answer to the question, *What other CBOs does your CBO have a relationship with?* Each CBO identified represents a node, and these nodes create a network. The importance of each node depends on its centrality (i.e., where it is located in the network and the number of connections that it has with other nodes).⁸² The evaluation team identified two networks in El Tambo: a large network (Network A) and a smaller one (Network B). These networks are reflected in the visualization included in Exhibit 12.

Network A is located in the urban area of the municipality and Cuatro Esquinas *vereda*, where many diverse activities converge to create a cluster. The evaluation team mapped traditional economic activities, including *chontaduro* (an edible palm fruit) cultivation, silk production, and the hosting of cycling and soccer tournaments, as well as tourism and infrastructure activities. Network B is located in the northern part of the municipality, near the Munchique mountain range.

⁸⁰ The positive valuation that takes place in some places after the peace treaty, where communities believe that the territory has a chance to produce and offer options to its citizens.

⁸¹ For the exercise, three questions were taken from the survey on the relationships between CBOs and their location and proximity between the various activities and components.

⁸² A detailed explanation of this methodology is included in Annex IV. Detailed Methodology, Network Analysis section.

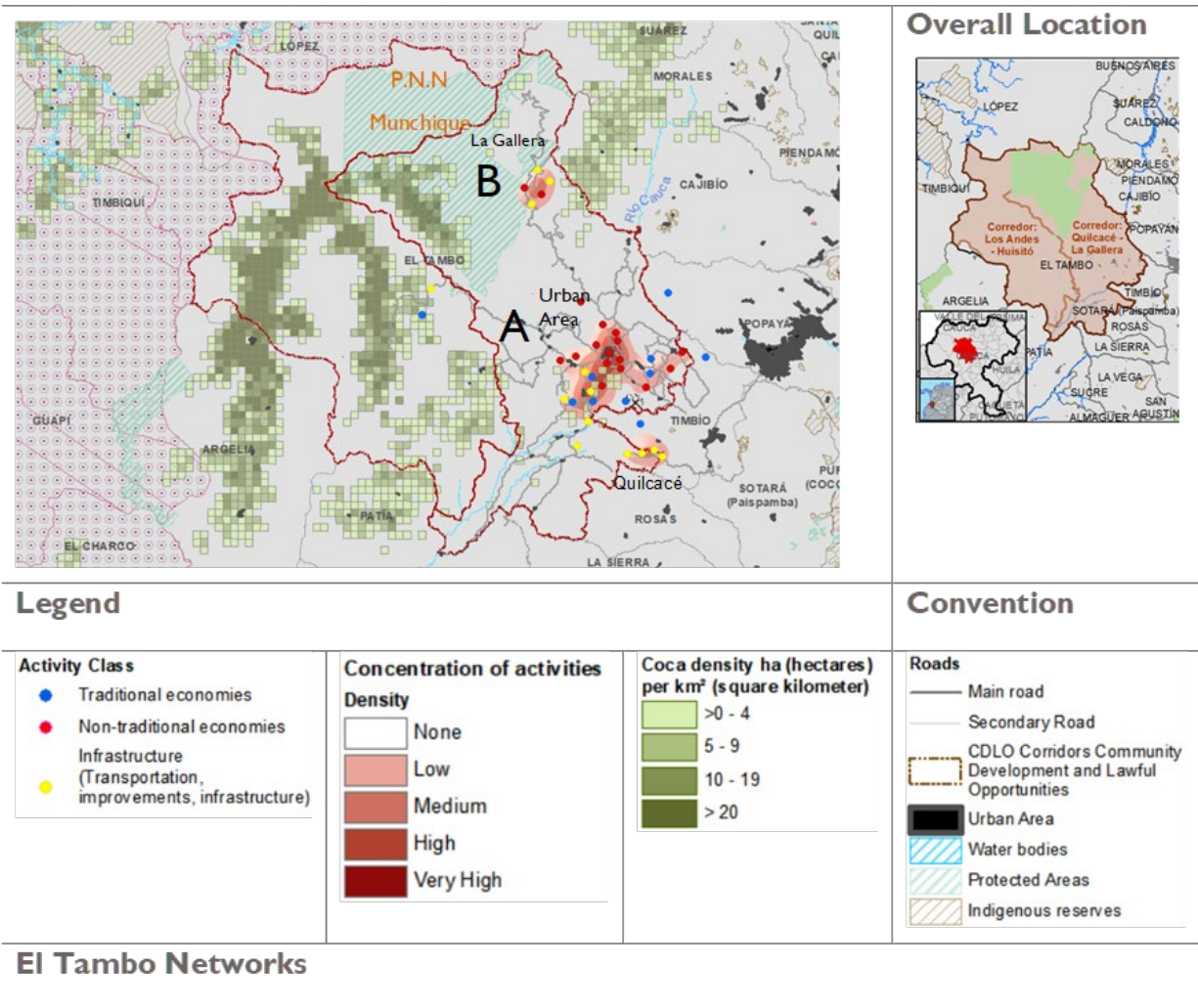


Exhibit 12. Social mapping of Quilcace-Gallera Corridor

SOURCE: EL TAMBO SOCIAL MAPPING, SURVEY OF CBO DIRECTORS

Exhibit 13 shows a network mapping of the municipality of Samaniego in Nariño. The evaluation found three main networks. Network A is located around the urban center of the municipality. This area has a temperate climate, coffee cultivation is a core economic activity, and the ABADES association plays a role in terms of centrality. The *vereda* of Chucultí, which corresponds to Network B, is located on the highest thermal floor. This area is suitable for vegetable and potato production, and CDLO is building another synergy core there in partnership with the schools and the Rural Library for Peace.⁸³ Finally, Network C is smaller and located in the upper part of the municipality, where farmers produce potatoes.

⁸³ See Annex II. Supplemental Analysis and Data, COOINPROSAM case study.

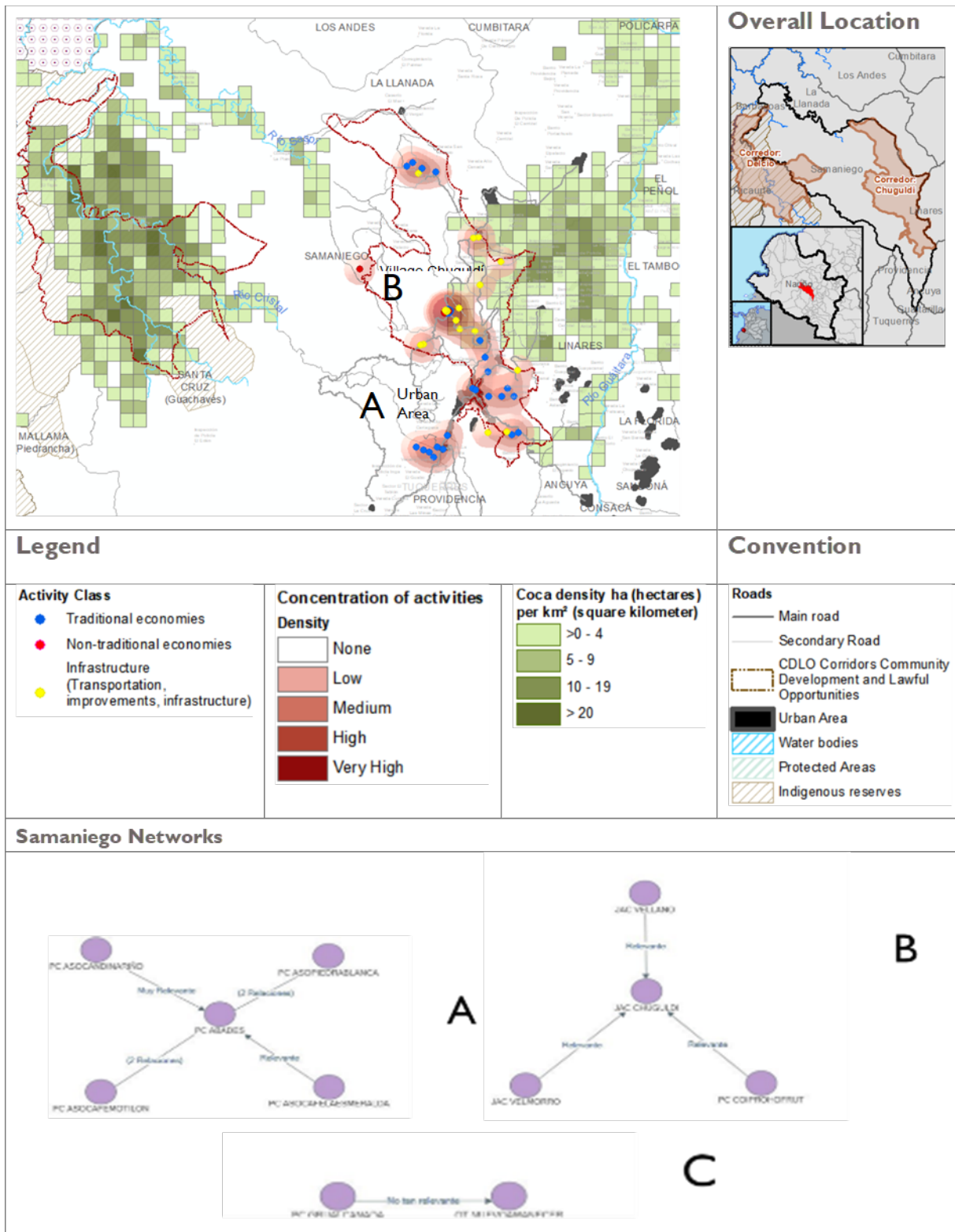


Exhibit 13. Social mapping of Chuguldi Corridor

SOURCE: SAMANIEGO SOCIAL MAPPING, SURVEY OF CBO DIRECTORS

Exhibit 14 reflects a social mapping exercise of the municipality of Valle de Guamuez in Putumayo. The lower box shows a network with a significant number of activities. Those activities constitute a cluster around the *vereda* of La Florida. The ASOPROCAF association's node's centrality is important, as it is located in the central part of the network where nodes intersect with each other. This high centrality with many nodes intersecting one another is also exhibited by the La Florida cocoa producers' association.

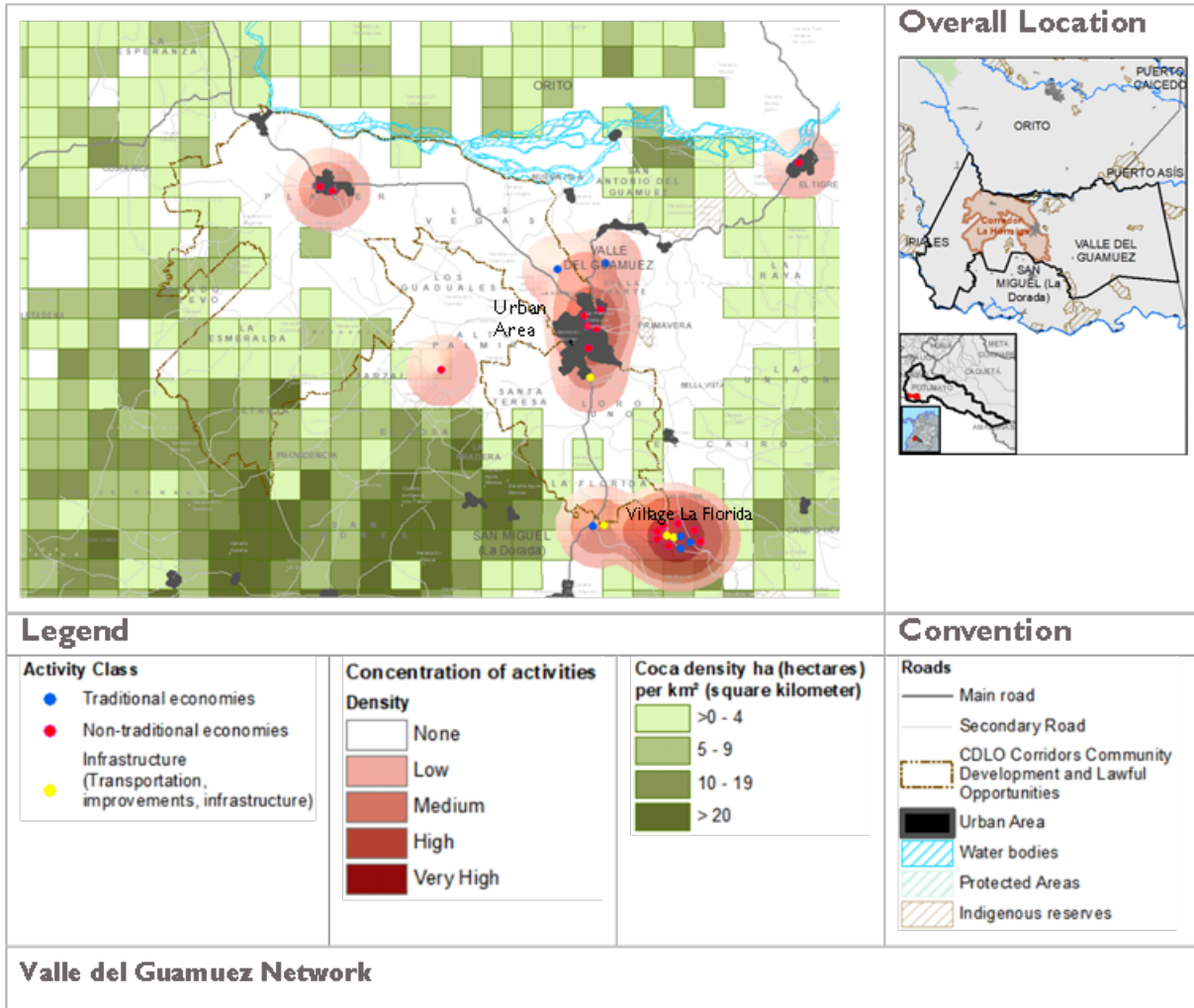


Exhibit 14. Social mapping of La Hormiga Corridor
 SOURCE: SOCIAL MAPPING OF VALLE DEL GUAMUEZ, SURVEY OF CBO DIRECTORS

Exhibit 15 reflects networks for the department of Putumayo. These networks correspond to the municipalities of Valle de Guamuez, Orito, Puerto Asis, and Villagarzon. The CDLO model expects CBOs to gain greater maturity in their capacity through carrying out CDLO activities. According to this model, over time, the networks of Puerto Asis and Villagarzon, which were formed more recently, will form a network of relationships similar to those found in the other municipalities.

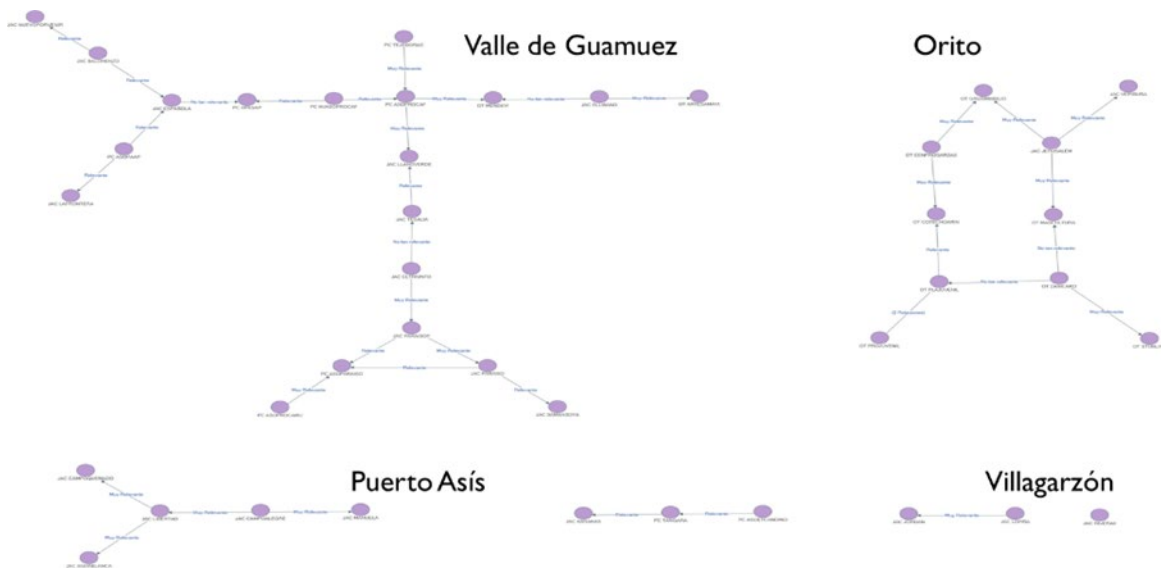


Exhibit 15. Networks in the department of Putumayo

SOURCE: SURVEY OF CBO DIRECTORS

F.5.3. CDLO promotes interaction between producer CBOs engaged in traditional and non-traditional economic activities. This finding is based on a context analysis that identifies the ecological, tourism, and cultural potential in the different geographic corridors. Building on this analysis, a linkage is made between traditional and non-traditional economic sectors, such as tourism or sports, to generate new opportunities for the population. For example, the “cocoa route” combines a traditional economic activity in the Guamuez Valley (cocoa) with a non-traditional economic activity: ecological tourism. A young man from the *vereda* explained that he participated in the tourism initiative, in which bird and primate watching offers an opportunity to expand the economic options for the *vereda* and the community. The evaluation team found a horizontal linkage between the JAC of *vereda* La Florida, the association of cocoa producers ASOPROCAF, and the tourism project of the “cocoa route.” These CBOs are composed mainly of women.

F.5.4. CDLO promotes interaction between producer CBOs (from traditional and non-traditional economic activities) and other CBOs, such as those engaged in communication activities. Content production and communication strategies make visible and promote the municipality's natural and ecological attractions, strengthening conservation and environmental protection processes. For example, in San José del Guaviare, the evaluation team identified a horizontal linkage between the content production collective *Maloka digital* and various eco-tourism initiatives in the region, which concentrate their activities in protected areas such as the Serranía de La Lindosa and the Guayabero river basin. These two sectors can enhance each other because the ecotourism initiatives generate content for the communication collectives, and the pieces that the communication collectives produce publicize the region's tourist attractions.

The evaluation team found another case of horizontal linkage between traditional sectors and communication collectives. Producer CBOs can coordinate and increase their visibility by producing communication content based on this linkage. For example, in the municipality of Tarazá, a partnership between the *CBO AGROAPITA* and *CMT Comunicaciones* works to promote and raise the profile of the CBO in order to increase local honey consumption. At the same time, this communication activity

promotes positive values associated with the women beekeepers of the CBO, such as resilience, commitment, dedication, entrepreneurship, and community work, which are associated with community identity and recognition.

F.5.5. CBOs report improved capacities interacting with the public and private sectors as a result of CDLO support, although this confidence is still under construction. From the perspective of CBO members, CDLO improved CBOs' capacities to interact with the public and private sectors. The share of CBOs that reported that CDLO improved their capacity to interact with other actors stands at 69.2 percent of producer CBOs, 53.4 percent of JACs, and 55.5 percent of other CBOs. Furthermore, members rated CBO support as "good" or "very good" at a rate of 84.2 percent across the three categories.

Capacity building for inter-institutional relationships has increased the expectations of CBOs that new development opportunities can emerge for the organizations and in the targeted territories. However, it is important to note that CBO's trust in other actors remains low. For example, only 12.9 percent of CBO members trust private companies in the region, and four to five of ten members stated that they trust these companies little or do not trust them at all.⁸⁴ Concerning local government public entities (i.e., municipality and governor's office), a similar trend predominates, only 11.6 percent of members expressed "high levels" of trust, while 52.5 percent reported expressed having "little" or "none."

F.5.6. The majority of CBOs interact with public actors in participatory spaces around public policies. Of the CBO directors surveyed, 67 percent stated that their organizations have participated in work or discussion spaces to develop their municipality or *vereda*. Producer CBOs have participated in constructing the 2020-2023 municipal development plan, while they have participated less in the Municipal Rural Development Council (CMDR) and sectoral production chain boards. It is worth noting that in the country's Northern region, there is greater participation in sectoral boards than in the Southern region. For JACs and other CBOs, the evaluation found that the highest incidence of participation was in formulating development plans, followed by participation in CMDR. The evaluation team found that it was rare for other CBOs and JACs to participate in sectoral boards. The PDET's and Action Plans for Regional Transformation also provide participatory spaces, and the evaluation team found that 37 percent of CBOs have participated in these spaces. Six out of ten CBOs rated the response to demands, requests, or suggestions that they presented in participatory spaces as "good" or "very good." This perception showed no differences by type of CBO or region.

F.5.7. CDLO has generated opportunities to strengthen the relationship between CBOs and the public and private sectors. As a result of the implementation of CDLO activities, opportunities for CBOs and the private and public sectors to interact have increased. These findings have already been discussed in previous evaluation questions. For example, in question two, the evaluation addresses the relationship between producer CBOs and the private sector in seeking to conclude commercial agreements. In question four, the evaluation team discussed the relationship between JACs and the municipality and governors' offices.

⁸⁴ The survey question on trust in companies shows that 12.9 percent of CBOs trust private companies a lot. Between 40.0 percent and 50.0 percent of CBO members have little or no trust in companies. The question did not break down responses by type of companies.

Other interrelationships can also emerge between public governments and CBOs in the context of CDLO-funded activities. For example, the evaluation team found cases where CBO producers of coffee, potato, vegetables, or *chontaduro* interacted with local institutions, such as schools where libraries are located. These interactions aim to solve specific issues and achieve the objectives of CDLO-funded projects. In the cases of El Tambo and Samaniego, the institutions and actors involved in the development of the library are the municipality (which provides economic resources), the community (which includes cleaning work and minor repairs), educational institutions (which provide the space), the JACs of Cuatro Esquinas and Chuguldi *veredas* (which provide knowledge and content), and the National Library (which provides materials and supplies). The evaluation team also found cases in which young people with training in digital production (such as web development) provide communication services (enhancing information on production, marketing, and financial statements) to associations such as ABADES (coffee), COOINPROSAM (potatoes and vegetables), and APACH (*chontaduro*).⁸⁵

The library case is not the only example of a successful vertical linkage derived from the multilevel dialogue strategy. Other significant cases include coffee cupping in Samaniego, cocoa tasting in Caquetá and Putumayo, a school for rubber tappers in the Guaviare (supported by SENA) and cycling and soccer activities in El Tambo (supported by the Sports Secretariat).

It is worth noting that changing public policy is not one of CDLO's core purposes across its interventions. Instead, the Activity's model implies an approach in which support from public policies for CBOs could be achieved after CBO strengthening and development.

F.5.8. The communication activities supported by CDLO are successful in creating new meanings for local identity and culture, as well as making known and amplifying the messages derived from the multilevel dialogues. The multilevel dialogue mechanism is based on a contextual reality: regions and entire populations are stigmatized by violence and illicit drug trafficking economies. Therefore, communication collectives open spaces for reflection. In these spaces, projects that seek to create new collective meanings for the community's identity and cultivate pride and a sense of belonging to the territory can flourish.

The campaign *Despierta tu espíritu* ("Awaken your spirit") in Valle de Guamuez provides an example. The campaign sought to generate a sense of belonging in communities with high levels of migration from other regions of the country. Participants created murals alluding to the history and characteristics of the municipality, and they printed T-shirts with messages such as *putumayense de corazón* (*putumayense in my heart*).⁸⁶ Community members, especially youth, wrote messages and took part in making the murals. This is shown in a CBO's comment below and in the following photo (see Exhibit I6).

They supported the youth week. Then they held different events, among them muralism, what do you call that technique for stamping? I forget the word, screen, and muralism workshops focused on art. Interview with CBO. Valle del Guamuez, La Hormiga.

⁸⁵ See Annex II. Supplemental Analysis and Data, COOINPROSAM case study.

⁸⁶ Putumayense refers to a person from the department of Putumayo.



Exhibit 16. Despierta tu espíritu (mural campaign)

SOURCE: CDLO EVALUATION - MEL FIELD WORK

CONCLUSIONS

C.5.1. Building on the trust generated by economic and infrastructure projects, the multilevel dialogue mechanism has constructed and strengthened interdependence networks between CBOs. Through these networks, licit economies have flourished in communities where, in the past, armed conflict affected relationships and communication between actors (Findings 5.1 and 5.2).

C.5.2. Horizontal linkages facilitated by CDLO between traditional and non-traditional economy CBOs have created interrelationships and values based on the territory's potential and its different actors (Findings 5.3 and 5.4).

C.5.3. CDLO has successfully built capacity, opportunities, and trust that allow CBOs to communicate and strengthen relationships with the public and private sectors; most CBOs already interact predominantly with public stakeholders (Findings 5.5, 5.6, and 5.7).

C.5.4. Communication strategies (e.g., mural painting, music, radio) have redefined the collective identity of municipalities stigmatized by drug trafficking and armed conflict, generating a sense of belonging, pride, and self-worth. However, there is additional space to continue supporting and increasing the scope of these strategies (Finding 5.8).

RECOMMENDATIONS

R.5.1. Systematize and disseminate the multilevel dialogue strategy implemented by CDLO, promoting its replication by other USAID activities and other actors, thus articulating more voices for territorial development (Conclusion 5.1, 5.2, and 5.3).

R.5.2. Expand the scale of the existing multilevel dialogue strategy to also generate horizontal dialogue and coordination between CBOs, including between those supported by CDLO and other USAID activities, both at the local level and across regions. This is a means to scale up dialogue, horizontal transfer of knowledge, and to form and consolidate networks throughout different territories (Conclusion 5.1, 5.2, and 5.3).

R.5.3. Design and implement a strategy to deepen and expand the scope of the content created by the communication groups supported by CDLO as a mechanism to disseminate the approaches and achievements of territorial projects supported by the Activity (Conclusion 5.4).

TERRITORIAL CONTRIBUTION

Q6: HOW EFFECTIVE HAS CDLO'S CONTRIBUTION BEEN TO THE REGIONAL DEVELOPMENT STRATEGY DEvised AND IMPLEMENTED BY THE GOVERNMENT OF COLOMBIA THROUGH DIFFERENT PLANNING INITIATIVES?

FINDINGS

F.6.1. CDLO has contributed to the design and implementation of policies and projects; for example, it has supported local authorities in presenting PDET projects or connecting and complementing investments. This evaluation did not identify a specific contribution by the Activity to the design of public policy, which is not a direct objective of the Activity. Nonetheless, the evaluation team found that, in some cases, CDLO supported policy design. For instance, CDLO provided technical assistance to local governments for funding submissions to the national government, particularly for PDETs. In the municipality of Timbiquí, officials from the municipality worked hand-in-hand with CDLO to establish the municipal development plan and align the plan with PDETs.

CDLO was also able to establish relationships with local officials. For example, CDLO supported local governments in strengthening planning processes, managing resources at different territorial levels, and formulating projects. A local government official said:

We did an exercise of placing a map, and it showed us different road improvements made by different actors in the territory, then, some of them with resources from CDLO, others with resources from the Municipality, and that generate a series of points on the map where different actors contribute. Interview with the local government official. Tarazá– La Caucana – San Miguel.

The evaluation also found that in specific infrastructure projects financed by CDLO and executed by JACs, the municipalities participated by sharing machinery and complementary construction material. Thus, CDLO contributed to increasing the reach of public investments.

F.6.2. Some achievements were evident in the connection and coordination between CDLO and government entities (ART, SENA) and with other international development programs. Coordination between CDLO's activities and the municipalities occurred in some processes in their initial phase, but there is no evidence of sustained joint work throughout the Activity's implementation. The CDLO Territorial Evaluation Spaces promotes participation and coordination in the design of producer CBO activities. CDLO made significant advances in the operational coordination of specific activities with the ART Territorial Coordinating Offices, such as territorial diagnostics. The evaluation team found that it was occasionally possible to coordinate CBO activities with projects foreseen in the PDET or municipal development plans. However, CDLO did not participate in the Institutional Promotion Boards set up by the ART to monitor the local execution of PDET projects.

The evaluation team also found that CDLO created a relevant partnership with SENA as a strategic partner in providing technical training and consultancy activities. SENA is a crucial partner, as it has extensive territorial presence and experience. Entities such as the Colombian Agricultural Institute (ICA); the Ministry of Agriculture; and the Ministry of Commerce, Industry, and Tourism also coordinated operations with CDLO around productive activities.

Different actors stated that despite CDLO interactions with different entities, the scope of these collaborations was specific, and they did not promote exchanges at the municipal level nor with entities

at the regional level. This indicates that some opportunities for further collaboration with entities at the local level may be missed.

It is also worth noting that national entities perceived interaction with CDLO at local levels as the result of individual efforts rather than agreements of the general CDLO model and operation. For example, a program of the Ministry of Commerce has been carried out with the same operational model in several territories where CDLO operates, but the interaction between these two actors only occurred in some of these territories.

The interactions between CDLO and local governments are heterogeneous across the geographic corridors. In some cases, local authorities engage only to obtain information about CDLO proposals. In others, they participate actively as intermediaries between CDLO and the communities or with the national government. A government official stated:

Before the Program, everyone worked in isolation, each one of us, let's say, had our problems and our administrative difficulties and started to solve them from within. When CDLO arrives...it begins to articulate and make us sit at a table with those involved in or related to the activity that will be developed. Interview with a local government official. San José de Fragua, Piedemonte San José.

The evaluation found that local authorities rarely participate in the design or implementation of CDLO activities, while territorial officers of the ART and SENA had a more active engagement. Changes in local governments are one factor impeding coordination and joint work with the public sector. Changes in local governments usually result in changes in policy priorities and the end of previous agreements, as expressed by a national-level CDLO official:

When new local authorities arrive, when there are new elections, when there are new governors, and then the processes get a little lost, but finally if you manage to leave a solid ground with the communities, they are the ones that can effectively become what we call effective partners to continue moving all these initiatives forward. Interview with CDLO national staff member.

Due to the characteristics of the territories where CDLO operates, international development agencies maintain a strong presence in these areas. For instance, 29.1 percent of CBO directors stated that their organization had participated in other territorial development programs unrelated to CDLO, and 19.2 percent indicated that since 2018, their CBO had received development resources to participate in projects related to territorial development. In addition, USAID funded 53 percent of these programs in the targeted geographic corridors, other development agencies funded 39.3 percent, the national government funded 40.4 percent, and local governments funded 28 percent.⁸⁷

CDLO seeks to collaborate with international development programs in the territories to generate synergies and, as a result, achieve a more significant impact from their activities. However, despite these efforts, the evaluation found that sometimes it is only possible to exchange diagnostic information with other development programs, share planning spaces, or carry out specific actions, because while the

⁸⁷ The survey question was a multiple-choice question, while a single program could have multiple funding sources. Therefore, the value of the response may exceed 100.0 percent.

different actors and programs work on similar issues, the purposes of their interventions, populations targeted, timing, activities, and criteria for intervention and follow-up differ from one another.

It is not to make the intervention of four, five agencies, but at least to make one, but to make one with enough resources to help transform the territory and that the impact is really what is expected because there have been several cooperation projects...that haven't made an impact...there are some complements that overlap...where they overlap with the same organizations, I'm already doing this with such and such, so as a beneficiary, I receive all the support from one, two, or three cooperation agencies, and the result is not what you expected, or maybe it is done, but it is over, they left and the sustainability over time won't last. Interview with a local official of a national government entity. Tumaco, Dosquebradas – La Espriella

Lastly, CDLO seeks to coordinate with the private sector as a strategic actor in the intervention model. However, it faces difficulties related to stigmatization (i.e., perceptions that disincentivize private actors from investing in territories perceived as insecure and remote or working with CBOs). Other barriers to engagement include infrastructure restrictions in the territories, insecurity, and limited technical and financial capacity. CDLO national-level staff stated:

It is not easy for the private sector to go to these territories, the infrastructure is not good for the private sector to dare to come, and they don't find partners to work with.... we want them to trust the territory and stay in the territory, to continue believing. So, there we have found initiatives of a small private sector, of many entrepreneurs, of young people who have initiatives and who want to be part of these territories, but who also need someone to tell them, hey, you can do it, look, I introduce you to this association of producers, this group of young people. Interview with CDLO national staff member.

Conditions are very limited for producers. The intervention of private enterprise in this type of region is low to almost zero due to the same security conditions and technological development of the different products produced at peasant economy level. Interview with CDLO territorial staff member.

F.6.3. CDLO has supported the participation of CBOs in local participation processes. The evaluation found that CDLO empowers and supports CBOs to participate in local instances of planning and follow-up of territorial development. According to CBO directors, 67 percent of the organizations have participated in discussion forums for municipal development, of which 40.1 percent have participated in municipal rural development councils and 38.7 percent of producer CBOs in sectoral boards for production chains.

F.6.4. To date, there is little evidence of direct contributions by the Activity to adjust public policy processes; for example, extensively systematizing and disseminating participatory methodologies, good practice guides, or brochures of systematized successful interventions of the program to other actors could increase the possibilities of scaling up and replicating CDLO models in other types of programs. The different actors who participated in the evaluation recognized the value of CDLO methodologies. These methodologies contributed to the relevance of the activities and strengthened the administrative, technical, and commercial capacities of CBOs. However, despite the strengths of these methodologies, there is no evidence that other development programs, or national or territorial governments, have incorporated CDLO participatory methodologies into their interventions.

We found one interesting case in which local authorities sought to replicate CDLO interventions with a JAC that had not been part of CDLO for infrastructure construction. A government official indicated:

Look, my friend, this has been so important that at this moment, (detail removed) Community Action Boards reviewing their paperwork, reviewing everything... the target is that by June, they should all be able to contract because, just as you did, we are going to do a couple of works from the municipality that can be contracted with them, we are going to do it. And we are also working with the Agency of Territorial Renewal to follow that example.” Interview with a local government official - Puerto Libertador.

This example reflects the potential for other actors to replicate the intervention model and methodologies, even if these actors were not part of CDLO.

CONCLUSIONS

C.6.1. CDLO has promoted the participation of CBOs in formal spaces for local participation and planning and has supported coordination processes with territorial and national government entities. However, there is an opportunity to further strengthen joint work for constituting and implementing territorial development initiatives (Findings 6.1, 6.2, and 6.3).

C.6.2. CDLO methodologies recognized as valuable by different actors have not yet been systematized or transferred to other actors who were not initially part of the Activity. There is an opportunity to share this knowledge and replicate CDLO activities in other programs and government policies (Finding 6.4).

RECOMMENDATIONS

R.6.1. Strengthen the coordination between USAID programs implemented in the CDLO territories to advance possible integration efforts that allow supporting the territories and communities under a differential intervention approach responding to specific needs (Conclusions 6.1 and 6.2).

R.6.2. Strengthen the coordination strategy between USAID, other development agencies, NGOs, and public actors that operate in a territory, so that the initiatives carried out by each are known and coordinated. This seeks to minimize duplication of efforts between different actors and achieve a more coordinated process that leverages and integrates resources and activities to increase development interventions and access to goods and services (Conclusions 6.1 and 6.2).

R.6.3. Design a strategy to strengthen the participation of CBOs in the territorial planning processes, including within the framework of the Territorial Planning Councils, for exercises related to the PND 2022-2026 and local institutional strengthening processes (Conclusion 6.1).

R.6.4. Consider the feasibility of CDLO acting as an external technical adviser in participatory processes, including those of the PDETs. Recognize the relevance of participatory spaces in leveraging and defining investments that can contribute to closing gaps in access to goods and services and in strengthening clusters of licit economies in the territories prioritized by the Activity (Conclusion 6.1 and 6.2).

R.6.5. Strengthen and expand the development of communication sessions on the results and lessons learned from CDLO operations with local governments, national government agencies, other development agencies, union organizations, and other relevant actors promoting territorial development (Conclusion 6.2).

ANNEX I : RECOMMENDATIONS ACTIONS MATRIX

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
1	R.1.1. Continue working on developing nuclei of legal economies in the territories most affected by poverty and violence. (Conclusion 1.1)	R.1.1. Continue working to generate clusters of licit economies in the territories most affected by poverty and violence (Conclusion 1.1)	1.1. To define whether it is necessary to continue working on the generation of nuclei of licit economies in the CDLO municipalities or others through future activities with objectives like those of CDLO, design, based on the results of the mid-term evaluation, the final evaluation, and the final advances in the program indicators, an index of consolidation of nuclei of licit economies. This index can consider aspects such as what type of networks, actors, interrelationships, densities, and durations make up a nucleus of the legal economy and what is understood by a consolidated nucleus. Those CDLO territories in which a nucleus of the legal economy has been consolidated could be replaced in future programs by other territories. The analysis of consolidated nuclei should be complemented with an analysis of public territorial targeting and plans (e.g., PDET) and the targeting of other USAID programs.	Medium-term (up to two years)	USAID
2	R.1.2. Publish a document systematizing the program's targeting process, including how strategic corridors, municipalities, and CBOs were selected, what was learned from this process, and recommendations for targeting future similar activities. (Conclusion 1.2 and 1.3)	R.1.2. Publish a document systematizing the Activity's targeting process, including how strategic corridors, municipalities, and CBOs were selected; what was learned from this process; and recommendations for future similar activities (Conclusions 1.2 and 1.3)	1.2. The targeting systematization document should discuss, among others: i) the process of reading and analyzing local economic, social and productive conditions (including existing diagnoses and previous knowledge and experiences) and how this is taken into account for targeting of territories; ii) the way in which other territorial targeting exercises were taken into account (for example, public programs such as PDET, PNIS, other USAID activities or other cooperation activities); iii) if there was, how was the dialogue with local governments to define which territories to enter; iv) the advantages and disadvantages of working in corridors that do not necessarily correspond to administrative divisions (municipalities); v) how organizations were mapped within a territory; vi) how was the dialogue process for choosing which organizations to work with; vii) if there should be a strengthened prioritization of organizations with greater participation of young people, rural women, ethnic minorities, victims, among other population groups; viii) whether it is strategic to work only with the most mature organizations in a territory or with a mix of organizations by the level of maturity; ix) the considerations and precautions to be taken into account so that a program manages to enter territories characterized by high levels of insecurity and presence of illicit crops and, x) the considerations and precautions for a program to enter territories characterized by low local institutional capacity. The results and annexes of this evaluation are an input for the preparation of this systematization document.	Short-term (up to six months)	Activity IP

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
3	R.1.3. Manage alliances with the public and private sectors and with international cooperation agencies to identify and articulate strategies to increase the access of CBOs and communities to ICTs, as well as to strengthen their digital skills. (Conclusion 1.2)	R.1.3. Manage alliances with the public and private sectors and with international development agencies to identify and articulate strategies to increase the access of CBOs and communities to Information and Communications Technology and strengthen their digital skills (Conclusion 1.2)	1.3. Establish contact with the Ministry of Communication Technologies, mayors, governors, development agencies working in the territory, and local Internet operators, among others, to identify strategies and actions that are being implemented or will be implemented to i) increase Internet coverage in the areas targeted by the CDLO; ii) provide communities or organizations with technological equipment; iii) offer training in digital skills. This information can be an input to guide and strengthen program actions or even target new USAID activities, seeking to reduce possible connectivity barriers as contextual factors that can limit the operation and sustainability of a program.	Medium-term (up to two years)	Both
4	R.1.4. Define a contingency plan that allows the program to respond more quickly and effectively to external shocks that may arise, including strikes, pandemics, and climatic events, among other events that may limit mobility, communication, and the performance of economic and social activities in a territory. (Conclusion 1.3)	R.1.4. Analyze and systematize elements of contingency plans that allow CDLO to respond quickly and effectively to future challenges that may arise, including strikes, pandemics, and climate events, among other events that may limit mobility, communication, and the performance of economic and social activities in a territory (Conclusion 1.3)	1.4. To develop the contingency plan, write a document systematizing the actions that were taken to adapt the operation of the program to the Covid-19 pandemic and the economic reactivation process, identifying in which areas, activities, teams, and territories it was easier to adapt the operation, and in which aspects it is necessary to define additional actions and protocols to facilitate adaptation to future contingencies.	Short-term (up to six months)	Activity IP
5	R.2.1. Publish and disseminate a document systematizing the lessons learned from CDLO's practical support model for CBOs, identifying good practices and generating	R.2.1. Publish and disseminate a document systematizing the lessons learned from CDLO's practical support model for CBOs, identifying good practices and generating recommendations for future support carried	2.1. The document should: i) be divided into chapters for JACs, productive CBOs, and other CBOs, so that the chapters can be disseminated together or separately; it should also be divided into the model to support infrastructure vs. productive and social infrastructure; ii) explain the different models, that is, the participatory approach of learning by doing; iii) analyze whether it recommends implementing the support model differently for more and less mature organizations (for example, those that already generated income vs. those that did not); iv) in terms of support to other CBOs, it can emphasize lessons learned for the support of entrepreneurship of	Short-term (up to six months)	Both

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#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	recommendations for future support carried out by CDLO or other programs. (Conclusion 2.1)	out by CDLO and/or other programs (Conclusion 2.1).	creative industries in rural areas as well as how to support cultural experiences to re-signify the territory and create economic opportunities. This chapter could be socialized with MinComercio (Vice-Ministry of Creativity and Orange Economy and Directorate of Mipymes) and MinCultura. In terms of support for JAC, the emphasis could be placed on efficiency in execution, social control, legitimacy, and installed capacity in these organizations as executors of infrastructure and maintenance works. This chapter could be socialized with the Ministry of the Interior (Directorate of Participation). Regarding support for productive CBOs, emphasis could be placed on generating organizational, technical, and commercial capacities through walking projects (learning by doing). This chapter could be socialized with various entities, including MADR, MinComercio (Mipymes Directorate), UAOES, ADR, ART, SENA, and Prosperidad Social. This document, or parts of it, could be written and disseminated as Policy Papers, contributing to the generation of knowledge on topics related to territorial development. The document could also be disseminated within USAID, including through CLA workshops.		
6	R.2.2. Strengthen the support, accompaniment, and follow-up of the commercialization activities of the productive CBOs, including accompaniment in complementary activities such as quality certifications, when market conditions and the capacities of the CBOs so require. (Conclusion 2.2)	R.2.2. Continue strengthening the support, accompaniment, and follow-up to commercialization activities of producer CBOs to deepen and scale commercialization results by working jointly with private actors (Conclusion 2.2).	2.2. Aspects that could strengthen the commercial support strategy include considering having two different emphases, in addition to the existing distinction of traditional and non-traditional economies: first for the establishment of new alliances, and the second for the sustainability of established alliances. Other aspects that can strengthen commercial support include elements such as: i) providing close support to the management of commercial alliances before, during and after their negotiation; ii) developing a directory of buyers and local business partners and make it available to CBOs that benefit from the program; iii) continuing to accompany, when required by the commercial partner and when the CBO has sufficient capacity to do so, the processing of certifications such as BPA, FairTrade, Transfair, Global Gap, Denomination of Origin, among others; iv) provide support and training on related issues such as collection processes, quality standards, packaging processes, distribution; v) continue strengthening the market-oriented focus of working jointly with private-allies ; vi) implement a strategy for monitoring and reporting with further detail on the sustainability of trade agreements, for example, CDLO including in its reports shares of accompanied and signed trade agreements from the total of CBOs, differentiating these shares by traditional and non-traditional economies, amounts of signed agreements, terms of signed agreements; vii) strengthen the relation and incentives to be provided to private partners so that their	Short-term (up to six months)	Activity IP

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
			commercial relations with targeted CBOs are deepened and, viii) articulate the commercialization support with initiatives and spaces such as the National Technical Table for Local Public Food Purchases, the Law on Local Public Purchases, and other public or private strategies for short marketing circuits.		
7	R.2.3. Strengthen the accompaniment and training provided to CBOs in terms of conflict resolution, trust, teamwork, and leadership renewal. (Conclusion 2.3)	R.2.3. Strengthen, as part of the integral support provided to CBOs, the accompaniment and training provided to CBOs in terms of conflict resolution, trust, teamwork, and possible leadership renewal (Conclusion 2.3).	2.3. CDLO could either manage alliances with other actors or design in-house workshops and work sessions with the participation of all associates, focused on strengthening the issues of cooperation, teamwork, leadership, and the relevance of strengthening the social fabric within organizations. Practical activities (learning by doing) can also be conducted to strengthen these aspects, for example, collective social projects (family day, mingas, community projects, etc.). These support activities should be carried out within the integrated support provided to CBOs. To this end, existing training tools can be used as an as input, and the independent use of these by CBOs can be promoted. Existing tools could include those mapped by the Self-Strengthening Instrument for Rural Producer Organizations that the MADR is currently designing, as well as the MyCoop course (UAEOS) or SENA online courses such as i) Creativity for the solution of labor conflicts; ii) Development of emotional intelligence personally and at work; iii) Formation of talented, comprehensive, and competitive leaders; iv) Decision-making at the managerial level and, v) a Solidarity Economy course. Possible barriers to Internet access and the digital skills of CBOs should be considered in encouraging online courses.	Short-term (up to six months)	Activity IP
8	R.2.4. Publish and disseminate a document systematizing the design, implementation, and lessons learned from the training, internship, and exchange strategy for rural youth developed by CDLO. (Conclusion 2.1)	R.2.4. Publish and disseminate a document systematizing the design, implementation, and lessons learned from the training, internship, and exchange strategies targeting rural youth developed by CDLO (Conclusion 2.1).	2.4. The document must present how work with rural youth was designed and operationalized and its main achievements, including specific success stories. This document could be disseminated among for example: i) the Ministry of Agriculture and Rural Development (Directorate of Rural Women, which handles the issue of youth); ii) the National Roundtable for Rural Youth Employability and Entrepreneurship coordinated by the DNP; iii) SENA; iv) development agencies that work with rural youth organizations and, iv) local governments. This dissemination is with the objective of sharing the strategy so that other actors can replicate it. The report and annexes of this evaluation are an input for the systematization document.	Short-term (up to six months)	Both
9	R.2.5. Design and implement an internal	R.2.5. Design and implement internal and	2.5. The internal component of the communication strategy can be aimed at making visible and explicitly incorporating the relevance of	Short-term (up to six months)	We understand the existence of the

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	and external communication strategy to make the relevance and benefits of being part of the culture of legality in CDLO territories more visible. (Conclusion 2.4)	external communication strategies to specifically highlight the relevance and benefits of being part of the culture of legality in CDLO territories (Conclusion 2.4).	the culture of legality into CDLO's support processes for CBOs, and how capacity building can contribute to it in the territory. The external component of the communication strategy may be aimed at disseminating the importance and advantages of the culture of legality among the community and other actors. With regard to external dissemination, posters or mini brochures can be designed (if it is impossible to do so physically or digitally). Alliances can be established with CBOs from the creative economy sector, for example, establishing this as an activity or product to be carried out within the framework of the CDLO work with these organizations. Additionally, alliances with community radio stations or other local communication media can be managed to disseminate the material.		visibility and communication activities of the program. In this recommendation, what we seek is to aim at the communication strategy on THE IMPORTANCE OF THE CULTURE OF LEGALITY, Io+119
10	R.3.1. Design and implement a strategy to promote the effective and extensive use of productive and social infrastructure and productive assets provided with CDLO support. (Conclusions 3.1 and 3.2)	R.3.1. Design and implement actions to expand the effective and extensive use of productive and social infrastructure and productive assets provided with CDLO support, generating sustained positive impacts in the local economy (Conclusions 3.1 and 3.2).	3.1. Taking as input i) the analysis and recommendations of USAID's Infrastructure Assessment for the subset of CDLO activities; ii) participatory workshops to be carried out with CBOs; iii) the results and annexes of this evaluation; and iv) if required, further visits to CDLO's social and productive infrastructure sites, identify the current state of infrastructure and assets, usage patterns, the potential for use, and barriers to the expansion and effective use of the infrastructure. These findings include actions to continue strengthening and expanding the use of the infrastructure, for example, through the promotion of schemes for shared use between different CBOs (both supported and not supported by the program). Emphasize identifying possible actions to promote and expand vertical and horizontal integration around the use of infrastructure, going beyond CBOs directly benefited by CDLO. Consider different approaches to social vs. productive infrastructure when identifying barriers and proposing actions. In future productive infrastructure works, carry out post-delivery follow-up reports, for instance, through a simple form CBOs can fill out periodically (e.g., every six months) reporting aspects such as i) if the infrastructure is in use; ii) how many people use it approximately; iii) how many organizations use it approximately; iv) what state the infrastructure is in; v) if there is any charge for the use of the infrastructure and if so, what is the cost; vi) who manages the charge for the use of the infrastructure, among other aspects. A manual of recommendations for the use of infrastructure could be prepared and delivered to the CBOs after the infrastructure has been delivered.	Short-term (up to six months)	Activity IP
11	R.3.2. Prioritize in future CDLO support or future programs	R.3.2. Continue combining actions to diversify the economy	Define objective criteria or guidelines for determining whether support should be directed towards investments or actions to add the value of primary transform products, as this emphasis should be	Medium-term (up to two years)	Both

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#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	implemented in these territories, support for the generation of added value and transformation of products from traditional economies, in which CBOs currently concentrate their activities. (Conclusion 3.1)	and support the production and commercialization of sustainable products that are part of traditional economies in future CDLO support or future programs implemented in the territories (Conclusion 3.1).	pursued only when market conditions allow doing so. 3.2. The prioritization of productive lines of traditional economies in future actions or programs should continue taking into account environmental considerations, as well as livelihoods and productive investments prioritized in each territory by different planning mechanisms (Master Plan for the Structuring of Economic Reactivation carried out by the ART for the implementation of PDETS, PND, Local Development Plans, CONPES 3866 National Productive Development Policy, Atlas of Economic Complexity, competitiveness councils, among others), as well as other development programs operating in the targeted territories, to ensure that interventions are complementary rather than to duplicate efforts. The definition of productive lines should continue to be led by a market-opportunity approach, considering the presence of local buyers of different types of products, so that increased marketing possibilities emerge, including short marketing circuits. The previously recommended directory of buyers could also be an input for this analysis.		
12	R.3.3. Design and implement a sustainability strategy for the support granted to CBOs, depending on the type of organization and productive activity, with particular emphasis on directing CBOs to other complementary programs that contribute to an attention route approach and contribute to the indicators of leveraged resources by the program. (Conclusion 3.3)	R.3.3. Strengthen actions carried out to guarantee the sustainability of the support granted by CDLO to CBOs, depending on the type of organization and productive activity, with special emphasis on achieving complementarity in the access by CBOs to other programs. This will ensure that the support provided by CDLO is part of an integrated but finite intervention model while contributing to the indicators of leveraged resources by the program (Conclusion 3.3)	3.3. As a basis for these actions, carry out an exercise with the territorial coordinators to identify the risks for the sustainability of the support granted by the CDLO in each of the targeted departments. Strengthen the identification of different categories of risks: i) commercialization risks; ii) production risks; iii) security risks; iv) risks in associative relationships; v) risks in articulation with other actors. Ideally, for the identification of risks, a departmental workshop should be held (face-to-face, or if this is not possible, virtual) where a working group methodology is used. Workshop reports must be analyzed by a CDLO consultant to identify common risks and classify them by analytical categories. After having the input systematized, it is recommended that meetings be held with the CDLO national team and the territorial coordinators to design a sustainability strategy that responds to the identified risks. One of the components of the sustainability strategy could be to continue strengthening the routing of CBOs to complementary programs provided by other actors. For CBOs from non-traditional economies (for example, tourism or creative industries) support their coordination with buyers and operators on a regional and national scale that can expand the potential markets. For productive CBOs, analyze routing opportunities through strategies and offices of the national government such as the Productive Rural Associativity Route (MADR); the National Technical Table for Income Generation, Associativity and Rural Marketing, PIDAR (ADR), Campo Emprende, and Productive Alliances (MADR), SENA Emprende Rural, the	Short-term (up to six months)	Activity IP

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
			Agricultural Extension Subsystem, among others. Likewise, manage possible referrals of CBOs to other USAID programs and those of other development actors.		
13	R.3.4. Design and implement a strategy to support CBOs in identifying and managing financing alternatives necessary to continue or scale the activities of the productive CBOs supported by CDLO. (Conclusion 3.3 and 3.4)	R.3.4. Design and implement a strategy to support CBOs in identifying and managing alternative financing necessary to continue or scale their productive activities (Conclusions 3.3 and 3.4).	3.4. The strategy should build on ongoing financial capacity-building actions, complementing these with the identification and accompaniment of CBOs in their application to different financing alternatives according to the needs and capacities of each organization. Accompaniment can be considered for access to microcredit, associative credit, individual credit, Local Savings and Credit Groups, and application to financial resources granted by calls and programs. The strategy can be fed back and complemented through the joint work with other USAID teams and activities, including the team designing the new rural finance activity and the team leading USAID’s regional integration strategy. The design and implementation of the strategy could be informed by actions proposed in policy documents such as the Policy Guidelines for Productive Rural Associativity (MADR Resolution 161 of 2021).	Short-term (up to six months)	Activity IP
14	R.3.5. Design and implement a strategy to facilitate and support the access of productive CBOs to the Agricultural Extension Subsystem (SEA) so that the capacity-building processes supported by the CDLO are complemented by access to specialized technical assistance that enhances the productive and commercial activities of organizations. (Conclusion 3.4)	R.3.5. Carry out actions to facilitate and support the access of producer CBOs to technical assistance, including through the public Agricultural Extension Subsystem (SEA), as well as other local market actors offering the service. By doing so, the capacity-building processes supported by the CDLO will be complemented by access to technical assistance that enhances the productive and commercial capacity of organizations (Conclusion 3.4).	3.5. Through the regional coordinators, consult with the Secretariats of Agriculture or Planning of the local governments, the advances in the Departmental Plans for Agricultural Extension (PDEA) in each department to identify prioritized areas and production lines identify the EPSEAs that serve each territory. Manage and accompany CBOs of productive activities in the application of agricultural extension services and other technical assistance suppliers in local markets.	Short-term (up to six months)	Activity IP

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
15	R.3.6. Analyze approaches, actions, or articulations in agroecological and environmentally sustainable production that are worth incorporating into the CDLO support model for productive CBOs, seeking to expand business opportunities that contribute to local, sustainable development. (Conclusion 3.4 and 3.5)	R.3.6. Analyze approaches and actions to support green and environmentally sustainable products worth incorporating into the CDLO support model for producer CBOs, seeking to expand business opportunities that contribute to local, sustainable development (Conclusions 3.4 and 3.5).	3.6. Analyze or take inputs from strategies or guidelines already being implemented by other actors, including the agroecology policy (FAO-MADR) and the regional Green Business programs (MADS). Likewise, take existing pedagogical tools as inputs, for example, SENA online courses that organizations can be encouraged to take on their own, such as i) Agroecology and rural development; ii) Organic farming; iii) practices and applications of ecological agriculture; iv) supervision and management of hazardous waste; v) structuring of a green and inclusive business model.	Short-term (up to six months)	Activity IP
16	R.3.7. Design and implement a strategy to monitor the economic performance of the productive CBOs supported by CDLO. (Conclusion 3.6)	R.3.7. Design and implement a strategy to deepen the quantitative and aggregated analysis of economic performance data of the producer CBOs supported by CDLO (Conclusion 3.6)	3.7. Design a simple form and update it quarterly or every six months according to the operational possibilities of CDLO. The updated information can be collected by phone, or organizations can be requested to fill it out through digital forms sent by mail or WhatsApp. The form must be designed to collect information, including production volumes, production costs, yields, adoption of quality standards, income generated, profits generated, and commercial alliances in place, among others. This data can be aggregated to be econometrically analyzed as a part of the final evaluation of the program.	Short-term (up to six months)	Activity IP
17	R.4.1. Design and implement a strategy to promote the infrastructure works execution model with JAC, taking advantage of the capacity generated and the possibilities of replication as a strategy to enhance local development.	R.4.1. Design and implement a strategy to further document and promote the infrastructure projects execution model with JACs, taking advantage of the capacity generated and the possibilities of replication as a strategy to enhance local development as an input for USAID Colombia	4.1. As part of the strategy and to generate inputs for USAID Colombia and other possible actors, it is recommended that CDLO develops the guide, "Execution model of infrastructure works in alliance with JAC." This guide should consider inputs from the CDLO support systematization document (recommendation 2.1.). In the guide, explore and make explicit alternatives so that the JAC can execute resources and works that comprise not only of roads but also educational and productive infrastructure, as well as promote the execution of maintenance works. Guidelines should emphasize the model as an efficient way to execute resources and projects and improve the management capacity of JACs, strengthen formalization processes in contracting and oversight and the legitimacy of JACs, and strengthen their relationship to local governments. The guide can be	Short-term (up to six months)	Both

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	(Conclusion 4.1, 4.2, 4.3, 4.4., 4.5.)	(Conclusions 4.1, 4.2, 4.3, 4.4. and 4.5.)	disseminated to all JACs in the country through the Ministry of Interior's Participation Directorate; it could also be disseminated through the Ministry of the Interior to all the municipal Government Secretaries. Complementing this process, and more internal to the operation of the program, CDLO could manage and join meetings between JAC and mayors of the territories where works have already been carried out under this model, to socialize the results and lessons learned and identify additional projects that the JACs can execute in the future. In this exercise, 'placa huella' works could be prioritized, starting with projects including those already executed by the JACs within the framework of CDLO. For future works carried out under the program, this practice could be established as part of the operational process. The project would end with a meeting between CDLO, the JAC, and the local government that seeks to identify other possible works that could be carried out through the model. This would promote the immediate continuity of the process taking advantage of the installed capacity generated.		
18	R.4.2. Analyze the relevance and possibility of eliminating program indicators CDLO-04-C (Percentage increase in the number of citizens with access to public services provided by municipalities supported by CDLO) and CDLO-14-O (Percentage change in the school dropout rate), recognizing that these indicators respond to dynamics that exceed the operating capacity of the program. (Conclusion 4.6)	R.4.2. Analyze the scope, reach, and pertinence of including indicators such as CDLO-04-C (Percentage increase in the number of citizens with access to public services provided by municipalities supported by CDLO) and CDLO-14-O (Percentage change in the school dropout rate) in future USAID programs, recognizing that these types of indicators respond to aggregate municipal effects that can exceed the operating capacity of a specific activity (Conclusion 4.6)	4.2 Carry out workshops within USAID to analyze this discussion, going beyond the specific CDLO case. For CDLO, a Data Quality Assessment could be considered to analyze suitability, pertinence and timing and to modify the scope of the aforementioned indicators.	Short-term (up to six months)	Both

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
19	R.5.1. Systematize and disseminate the multilevel dialogue strategy implemented by CDLO, seeking its replication in other USAID activities and by other actors, thus articulating more voices for territorial development. (Conclusion 5.1, 5.2, 5.3)	R.5.1. Systematize and disseminate the multilevel dialogue strategy implemented by CDLO, promoting its replication by other USAID activities and other actors, thus articulating more voices for territorial development (Conclusion 5.1, 5.2, and 5.3).	5.1. The following topics to be systematized may be included: i) the objectives and the specific elements of the strategy; ii) the types of actors involved; iii) the phases (for example, starting to build trust through the execution of specific projects); iv) the challenges, mistrust or barriers to dialogue that may arise; v) the types of articulations that can arise, for example, between productive and non-productive CBOs; vi) the relevance of communicating messages and results of the multilevel dialogue through communication actions. The strategy can be systematized in a didactic booklet, where some specific references or success stories are included, for which the results and annexes of this evaluation can be taken as input. The booklet can be complemented with other content that is easy to spread, including audiovisual material, infographics, podcasts, etc.). The developed material can be socialized among different actors, including i) USAID's CDLA Fridays; ii) other key actors supporting local development, e.g., UNDP; iii) institutional actors such as ART, as an input for their dialogue and participation processes around the PDET, the Ministry of the Interior (Directorate of Participation), the National Technical Table for Income Generation, Associativity and Rural Marketing (in the issues of horizontal networks between CBOs), among others. The disclosure of the strategy should place particular emphasis on actors from the private sector (unions, chambers of commerce, and businesspeople), who have had relatively minor participation in multilevel dialogues, and who could be invited to participate in the future through the disclosure of results already obtained.	Short-term (up to six months)	Both
20	R.5.2. Expand the scale of the multilevel dialogue strategy to generate dialogue and articulations between CBOs supported by CDLO and CBOs supported by other USAID activities, both at the local level and between regions, thus scaling the dialogue, the horizontal transfer of knowledge, and the formation of networks throughout the	R.5.2. Expand the scale of the existing multilevel dialogue strategy to also generate horizontal dialogue and coordination between CBOs, including between those supported by CDLO and other USAID activities, both at the local level and across regions. This is a means to scale up dialogue, horizontal transfer of knowledge, and to form and consolidate networks throughout	5.2. The strategy may contemplate holding territorial meetings attended by organizations in the same area, including across USAID programs. Likewise, virtual meetings can be considered between supported organizations that work in the same economic sector but are located in different territories, as CDLO has started to do. The workshops could consider a presentation on some topic by USAID (for example, a brief talk on conflict management between associates, or a short presentation on what the instances of participation are and which ones exist) to have space for open dialogue later and for the potential formation of networks or even collaboration between organizations (for example, carrying out demonstrative visits between more and less mature organizations in a similar economic sector, as was done with the Territorios de Aprendizaje initiative within the framework of the economic empowerment pilots of USAID's institutional strengthening program for victims (VISP). The involvement of second-level rural organizations could also be relevant in expanding the multilevel dialogue strategy. The strengthening of	Short-term (up to six months)	Both

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	territory. (Conclusion 5.1, 5.2, 5.3)	different territories (Conclusion 5.1, 5.2, and 5.3).	horizontal ties can be helpful for communities to leverage investment resources that improve access to services and goods that spur local development.		
21	R.5.3. Design and implement a strategy to expand the scope of the content created by the communication groups supported by CDLO as a mechanism to disseminate the bets, approaches, and achievements of the territorial work supported by the program. (Conclusion 5.4)	R.5.3. Design and implement a strategy to deepen and expand the scope of the content created by the communication groups supported by CDLO as a mechanism to disseminate the approaches and achievements of territorial projects supported by the Activity (Conclusion 5.4)	5.3. As an input for the strategy, an inventory of the supported communication projects could be made to group these by categories later on and establish actions to expand the scope of several projects simultaneously. For dissemination, it would be relevant to support the programs and USAID’s communication teams and work with local actors such as community radio stations or local government institutional channels.	Short-term (up to six months)	Activity IP
22	R.6.1. Strengthen the articulation between USAID programs implemented in the CDLO territories to advance in possible integrations that allow supporting the territories and communities under an attention route approach. (Conclusions 6.1 and 6.2)	R.6.1. Strengthen the coordination between USAID programs implemented in the CDLO territories to advance possible integration efforts that allow supporting the territories and communities under a differential intervention approach responding to specific needs (Conclusions 6.1 and 6.2)	6.1. Start by identifying the different USAID programs in each CDLO zone. Hold meetings with the coordinators of each initiative to determine which activities, beneficiaries, and strategies could be integrated. For this exercise, it is important to identify differences between the operating models of different implementing partners and how these can be coordinated despite differences. Likewise, with regards to possible integration requirements, recognizing that there are other objectives, forms of intervention, and target populations, these can be implemented as an attention route (For example, identifying that a program provides basic organizational support to CBOs with low capacity and that these organizations can then be referred to another USAID program focused on providing more specialized support in commercialization processes to CBOs with greater capacity). This coordination strategy must be conducted in dialogue with local governments, so that they are aware of the initiatives being implemented locally, and of the collaboration among them. The possible joint effort can be reflected in simple action plans, which are implemented and reported on by the territorial coordinators of the different programs.	Short-term (up to six months)	Both
23	R.6.2. Strengthen the articulation strategy between USAID and	R.6.2. Strengthen the coordination strategy between USAID, other	6.2. The implementation of the coordination strategy may be like recommendation 6.1 (a first USAID in-house exercise, taken to a further level articulating CDLO to other cooperation and public	Short-term (up to six months)	Both

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	other cooperation agencies and NGOs that operate in a territory so that the initiatives carried out by each one is known and articulated, seeking to minimize duplication of efforts between different agencies and instead of achieving a more articulated work that leverages and integrate resources and activities that increase the potential impact of the different territorial development interventions. (Conclusion 6.1 and 6.2)	development agencies, NGOs, and public actors that operate in a territory, so that the initiatives carried out by each are known and coordinated. This seeks to minimize duplication of efforts between different actors and achieve a more coordinated process that leverages and integrates resources and activities to increase development interventions and access to goods and services (Conclusions 6.1 and 6.2).	programs). This coordination must include alternatives to leverage financial resources in the targeted territories, must be created in close dialogue, and should promote the leadership of local governments. These are key efforts to increase the efficiency and scope of investments that increase access to goods and services. These efforts could be articulated around USAID’s regional integration strategy.		
24	R.6.3. Design a strategy to strengthen the participation of CBOs in territorial planning processes, including within the framework of the Territorial Planning Councils and for the exercises related to the PND 2022-2026. (Conclusion 6.1)	R.6.3. Design a strategy to strengthen the participation of CBOs in the territorial planning processes, including within the framework of the Territorial Planning Councils, for exercises related to the PND 2022-2026 and local institutional strengthening processes (Conclusion 6.1).	6.3. Taking the results of the survey and interviews of this evaluation as an input, it is possible to identify which CBOs participate in planning and participation opportunities and which ones could require greater support on this front. Tools that already exist could be used to encourage participation, for example, the DNP Citizen Dialogue Practice Kit, the guide for the planning and construction of social and political agendas of the territory, or the Forumciv guide for the design of plans of participation and political influence for peace and reconciliation. These actions are critical to installing capacity in CBOs and communities to obtain investments and efforts to improve access to rural goods and services. These efforts are essential to complement (from the demand side) interventions aimed at increasing local institutional capacities (from the supply side).	Short-term (up to six months)	Activity IP
25	R.6.4. Consider the feasibility of CDLO participating, through the territorial coordinators, as external technical	R.6.4. Consider the feasibility of CDLO acting as an external technical adviser in participatory processes, including those of the	6.4 For example, methodologies such as Territorial Evaluation Spaces could be transferred to participants in participatory spaces. Technical external advice could also be essential to supporting coordination between actors from an impartial, external advisory perspective. With regards to benchmarks of external support that territorial staff of USAID implementing partners can provide, one is the case of IOM	Short-term (up to six months)	Activity IP

TABLE 7. A: ACTIONS AND RECOMMENDATIONS MATRIX

#	ORIGINAL RECOMMENDATION	FINAL RECOMMENDATION	HOW TO IMPLEMENT THE RECOMMENDATION?	RECOMMENDATION IMPLEMENTATION SUGGESTED TIMEFRAME	RECOMMENDATION IMPLEMENTATION RESPONSIBLE
	advisers in participation processes or instances such as those of the PDETs, recognizing their relevance as spaces to manage infrastructure projects and social and productive services that can contribute to closing gaps and strengthening nuclei of legal economies in the territories prioritized by the program. (Conclusion 6.1 and 6.2)	PDETs. Recognize the relevance of participatory spaces in leveraging and defining investments that can contribute to closing gaps in access to goods and services and in strengthening clusters of licit economies in the territories prioritized by the Activity (Conclusion 6.1 and 6.2)	local coordinators of the institutional strengthening program for victims (VISP), who support (as external facilitators) the Municipal Tables for the Participation of Victims in their targeted municipalities.		
26	R.6.5. Carry out socialization sessions on the results and lessons learned from the CDLO operation with local governments, national government agencies, other cooperation agencies, union organizations, and other relevant actors for territorial development. (Conclusion 6.2)	R.6.5. Strengthen and expand the development of communication sessions on the results and lessons learned from CDLO operations with local governments, national government agencies, other development agencies, union organizations, and other relevant actors promoting territorial development. (Conclusion 6.2).	6.5. Once the different methodologies, models, and results of the program have been systematized, as stated in several of the recommendations of this evaluation, meetings could be coordinated to disseminate these materials and, in general, the results of the program with relevant actors for territorial development. These include i) municipal and departmental governments of the targeted areas; ii) national government agencies (ADR, ART, MADR; AUNAP, Ministry of Culture, Ministry of Commerce, Ministry of Interior, Ministry of Transportation); iii) other development actors; iv) private sector actors; v) academia (national and local). Dissemination can include, as an item on an agenda, discussions on mechanisms to improve the alignment of local development initiatives in the future, including how to leverage financial resources from different sources to these territories.	Medium-term (up to two years)	USAID

SOURCE: EVALUATION TEAM

ANNEX II: SUPPLEMENTAL ANALYSIS AND DATA

The purpose of the case studies is to describe and understand in-depth a specific experience that is significant for the community and CDLO and to provide additional elements to answer the evaluation questions. We chose the cases intentionally, not randomly, to find a diversity of approaches, activities, and contexts that represent learning for CDLO and provide additional elements to answer one or more of the evaluation questions. We obtained the data for the case studies from the qualitative instruments applied in the evaluation, semi-structured interviews, focus groups, social mapping, and ethnographic tours. We used the thematic and territorial reports generated from the qualitative data coding as the basis for constructing the case studies. Table 8 presents the evaluation questions to which the case studies from the different territories contribute.

TABLE 8. CASE STUDIES CONTRIBUTIONS TO THE EVALUATION QUESTIONS

EVALUATION QUESTION	GUAPI	SAMANIEGO	SAN JOSÉ DE FRAGUA	VALLE DE GUAMUEZ
Q1				X
Q2	X		X	
Q3		X	X	X
Q4		X		
Q5	X	X		

SOURCE: EVALUATION TEAM

Each case study is a separate piece and seeks to explain a particular process and to identify strengths and weaknesses, good practices, and opportunities for replication and scalability. The case studies allowed a horizontal comparison to find common patterns and focus on their contributions to territorial development. The case studies are structured in four sections. The first section presents the context in which the activity takes place. The second section describes the process carried out in the activity and the connection between the components or the relationship between actors. The third section contains the main findings derived from the process. The last section identifies lessons learned.

We constructed four case studies presented in Table 8, which follow the methodology explained in the previous paragraphs. This document also includes a description of two activities in the fish farming and aquaculture chain, which is a summary the evaluation team is providing at the request of the implementing partner. We developed this summary based on two documents submitted by the implementing partner. Therefore, the description of these activities does not constitute a case study.

I. SEMBLANZAS DEL RIO GUAPI MUSICAL GROUP - PACIFIC CULTURAL CORRIDOR

INTERVENTION CONTEXT: The Community Development and Licit Opportunities activity (CDLO) in the Cauca-Pacific corridor, which integrated the municipalities of Guapi, Timbiqui, and Lopez de Micai, began in 2019. CDLO's assessment incorporates the cultural diversity of the area with the presence of Community Councils in most of the territories along the rivers, the difficulties involved in river communication, and the precarious economic situation of local governments. CDLO identified different

economic development opportunities in the territory, such as wild plant products for the manufacturing of homeopathic medicines (Rios Unidos women's association) in the upper Guapi and Napi rivers; mollusk and shrimp producer associations' strengthening of the estuaries and mangroves at the mouth of the Guapi River; tourism and gastronomic development (Rios Unidos) in the Gunupi creek and beach to the north of the municipality; and strengthening and dissemination of traditional cultural activities, such as filigree jewelry (Miguel Campaz master workshop). Also identified were the lutherie school and the Semblanzas group musical project, which are activities developed in the urban area of the municipality. The case study will focus on the Semblanzas musical group. Exhibit 17 presents the social mapping of the Pacific Cultural Corridor.

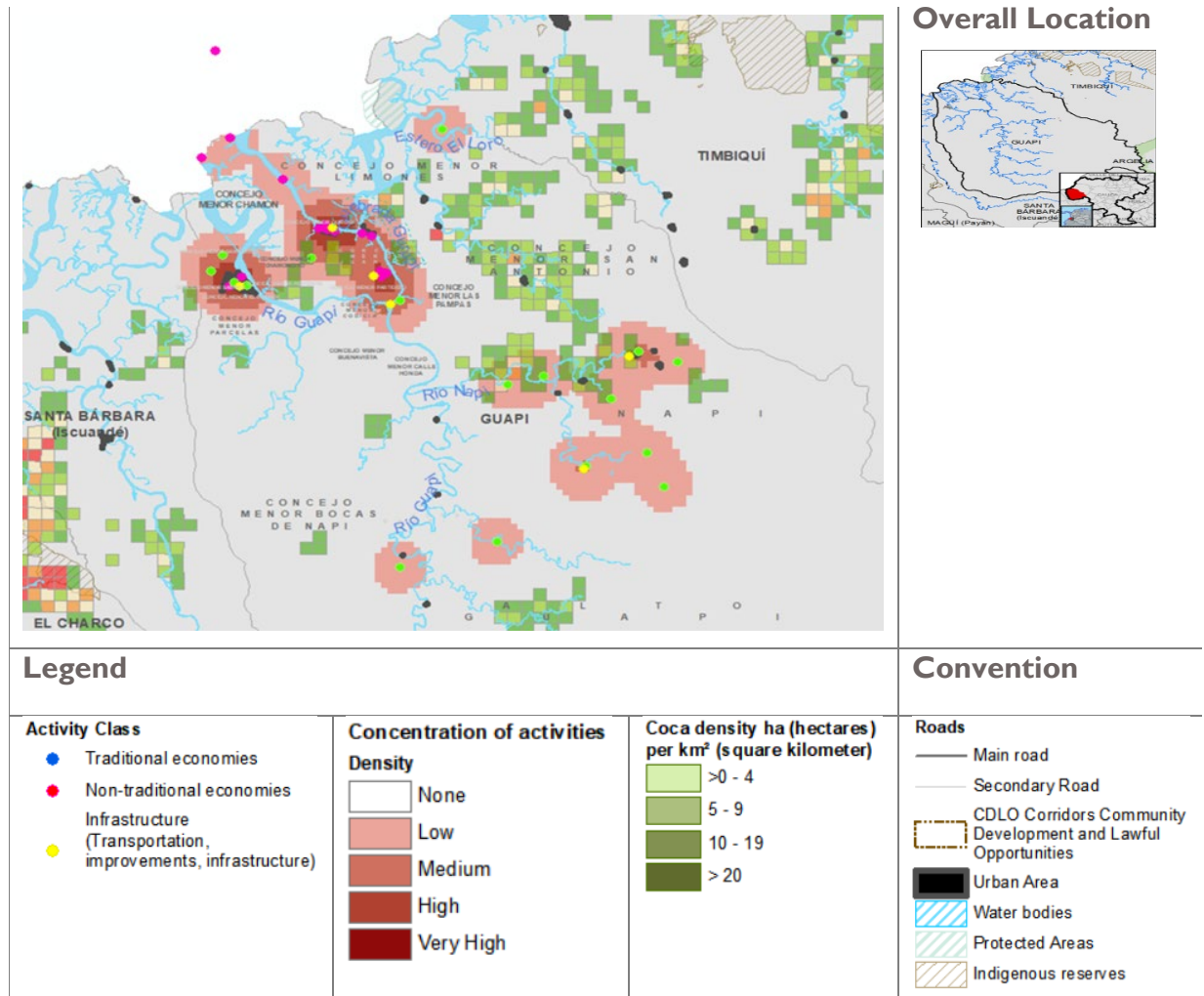


Exhibit 17. Social mapping of the Pacific Cultural Corridor

SOURCE: CDLO EVALUATION - GIS TEAM

PROCESS: In the municipality of Guapi, the CDLO activity was an essential component in recovering the region's cultural knowledge, which has been lost and forgotten with time. In this sense, the strengthening of cultural organizations, such as the group Semblanzas del Rio Guapi and the music school, allowed for the preservation of the musical legacy and its transmission to the municipality's young people. It also allowed music to be seen as an economically profitable activity, which could

become a career for the municipality’s young people. Exhibit 18 shows how the different elements of the activity are integrated.

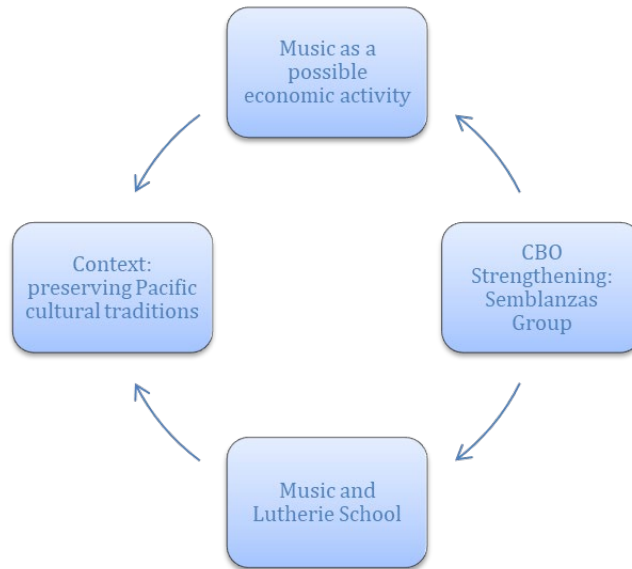


Exhibit 18. Pacific Cultural Corridor CBO Strengthening Diagram

SOURCE: CDLO EVALUATION

MUSICAL ACTIVITIES ARE CONSIDERED AS A PATH FOR TERRITORIAL PEACE BUILDING.

One of the main concerns of the population of Guapi is the situation of the municipality’s young people. They have scarce job opportunities, few technical education opportunities, often migrate to Cali or Buenaventura, face the possibility of being victims of forced recruitment by armed actors, and can be involved in illicit economic activities such as coca-growing or illegal mining. The music industry can help provide licit economic alternatives for young people.

And I have always told them: boys, it is better to change a taco stick to make marimba music than to take a rifle to shoot someone else, it is better to hit a bass drum to make pacific music and not to hit a human being -Focus group.

Very much so. First of all, if there is one of the issues or questions that lead children, at least in the conflict context, to get involved in this war, it is the lack of opportunities to spend their free time. Not having other things to do and not having opportunities, the children easily choose the path of evil. I say this because when we went to Limones, there were boys who were part of illegal groups, they did not see anything else, what they saw all day was guns and weapons, and weapons and boats moving, then: ah, no, that is the life we live, that is the route we have to follow. With these community and musical processes, we get the children to finish their school day, and in the afternoons, they are busy making music, learning music, learning to dance, to devise their projects. -

Interview



Exhibit 19: Photograph

SOURCE: SEMBLANZAS DEL RIO GUAPI FOUNDATION. CORPOGRAFIAS.COM

CDLO DEVELOPED A NEW BUSINESS UNIT FOCUSED ON EXPANDING THE CULTURAL KNOWLEDGE OF THE INTERVENTION AREA WITH A CREATIVE ECONOMIC ACTIVITY.

Based on the assessment conducted by CDLO, the need for a musical tour along the Pacific coast was evident as they identified musical groups with little visibility. The strategic partner Discos Pacifico put on a casting call where 40 groups from all over the Pacific coast were present. Three were selected: one from Tumaco, another from Guapi, and a third composed of people from all over the region living in Cali.

There was a need for a comprehensive process that would allow the groups to learn about the creative and music industry, right? And at the same time, they could, well, not be at the same level, but their music could be heard in the same channels as that of a normal group, be it salsa, vallenato, solo or urban, right? A process begins, or an alternative process is born and financed by USAID and the CDLO program called Discos Pacifico. Discos Pacifico seeks to support three Pacific Colombian groups: Guapi, Timbiqui, Lopez, Tumaco, or groups of people who are in Cali or other cities but belong to the territory. There is a big call for about 40 groups or more participation. Three of the 40 groups were selected, and then within the 3, Semblanzas del Rio Guapi. - Interview

THE MUSICAL PURPOSE OF SEMBLANZAS GOES BEYOND PRODUCING AN ALBUM. IT SEEKS TO CONNECT YOUNG PEOPLE WITH THEIR CULTURAL TRADITIONS.

From the recovery of ancestral traditions based on singing and music, the young people of the municipality have been able to recognize themselves in their collective identity and build a possible career from cultural production.



Exhibit 20: Photograph

SOURCE: SEMBLANZAS DEL RIO GUAPI FOUNDATION CORPOGRAFIAS.COM

We successfully trained these 50 students in Guapi, Timbiquí, and Tumaco since we have marimberos, both men and women. This is something that was being lost. Referring to the case of Guapi, in Guapi, there were no more marimberos, we trained and taught boys, and today there are already some here in Guapi and so on. In Ecos del Pacífico, we also trained the girls in South Pacific traditional songs. There are excellent singers and good interpreters of marimba, cununo, and bass drum. And we see that this was an excellent experience because, through CDLO, we had the opportunity to train these young people. And today they thank us and tell us that this is an opportunity they have today in life, to leave Guapi and show what they can do through culture. -Interview

Some of them did not practice music, but we knew that they had ancestry, they had relatives who in their time were good performers of cununo, of bombo, so we told them: -man, look, I knew your grandfather, your grandfather danced or sang, come, rescue that-. Or we watched a girl who supposedly said, 'no, I don't know how to sing,' and when we saw her, she was practically the best of them all, the best voice. But she had not brought out what she had there. -Interview

STRENGTHENING THE SEMBLANZAS GROUP HAS MADE IT POSSIBLE TO BUILD THE ORGANIZATIONAL AND ADMINISTRATIVE CAPACITIES NECESSARY TO MAKE THE GROUP SUSTAINABLE OVER TIME. The assessment of the musical group and the youth music foundation identified many weaknesses in the organization. It did not have accounting or administrative processes, and the roles and responsibilities of its members were not clearly defined. CDLO sought to strengthen the organizational capacities to make the foundation and the group sustainable in the future.

Well, a part related to administration has also been done in training. There are two ways that we have contemplated or that we have talked about. The foundation, as the group is a foundation, has its administration team, its accountant, and its accounting assistant, who would administer these resources in one way or another. But the group has an assistant accountant and a logistics manager who are in charge of the whole issue, if we have to go to Europe, what we will spend, how we will spend it, all that. All that too. -Interview

THE SOCIO-ECONOMIC CONDITIONS OF THE GUAPI POPULATION ARE QUITE PRECARIOUS. THE INCOME OF A MUSICAL GROUP DOES NOT ALLOW IT TO ASSUME THE COSTS OF RECORDING AND PRODUCTION. The members of the Semblanzas group valued the support to produce the album and highlighted that they could not access a recording studio, such as the one at the ICESI University in Cali, because its costs were beyond their means. The participants stated that the technical skills they learned in digital production have been fundamental for strengthening the group.

We were recording for eight days. Let's say deep gratitude towards the CDLO, and I will. We had just won second place in Petronio, part of the resources to record. It was not enough, so we had to make raffles and sell tamales. We went by boat, asking a friend to let us stay in his house, right? So that it would be close to the studio, we could walk and think about lunch because we could not spend more than 30,000 pesos; otherwise, we would have a mess, and the next day we would have lunch. Until we got to this point where I tell these guys: look, this is a huge opportunity from God, this album costs around 40 million or more, with all the work it takes, the studio, the producers. -Interview



Exhibit 21: Photograph

SOURCE: FOUNDATION SEMBLANZAS DEL RIO GUAPI CORPOGRAFIAS.COM

THE DISINTEREST OF THE LOCAL ADMINISTRATION IN INCORPORATING CULTURE AS A STRATEGIC AXIS OF TERRITORIAL DEVELOPMENT IS HIGHLIGHTED. The participants in the evaluation emphasized that for the intervention to be sustainable over time, it must have the local governments' support. They pointed out that mayors do not see culture as a line of economic and social development. They stated that each mayor comes with development projects and plans, while interventions with young people are scarce. The CDLO intervention can be strengthened and replicated by the local governments.

I see a good future for young people, as long as the administrations of each municipality contribute a little bit into it, pay more attention to cultural issues. Because sometimes we stay at the level of ... in the case of here once I heard a politician say: 'no, this youth is drinking too much' and he was one of those who remove and put, then I

said to him: 'what are you doing so that these children do not drink because you are the one who manages the culture, that is a mechanism that you have so that the children do not drink but put them to music and they go out.' So, if the kids don't have that kind of support here, there is no future, but I know that if they put projects outside of Guapi, if they are supported outside, they have a future. Because the kids are studying now, but they need instruments, with the instruments they have made, they are from us. We lend them to them. But they need their instruments to build their marimbas and bass drums, so they begin to gain strength. -Interview

THE CREATIVE ECONOMIES ARE BOOSTING THEIR DEVELOPMENT THROUGH INFORMATION TECHNOLOGY BUSINESSES. The quarantines that resulted from the COVID-19 pandemic significantly affected the musical groups. They could not perform concerts; the Petronio Alvarez festival, where they had had honorable participation, was canceled; and the rehearsal meetings were also suspended temporarily. The participants saw the training they received in using digital platforms as a viable economic outlet to monetize content, allowing them to access a digital market using information technologies. This marketing strategy was accelerated because of the COVID-19 pandemic. However, from the beginning of the intervention, it had been planned as a means of content commercialization and dissemination.

So, it is a golden opportunity. So beyond selling concerts, because now with the pandemic issue, we don't know when the whole issue of live shows will be enabled again, that is uncertain. But the guarantee of having the albums on the platforms and that they are moving and that the Program itself is advertising it so that more people, to generate curiosity in more people to listen, that is a direct opportunity for the group, because in the end, the money does not go to CDLO, the money does not stay in Discos Pacifico, the money comes to us. - Interview

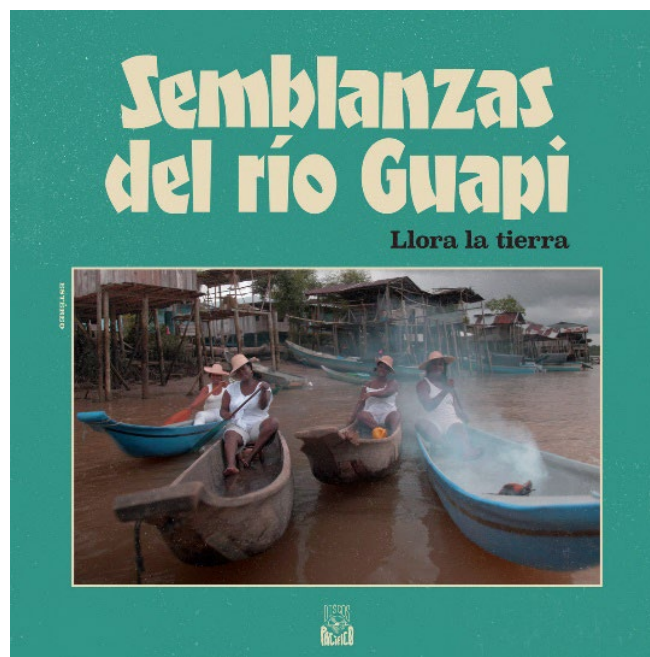


Exhibit 22: Photograph

SOURCE: FOUNDATION SEMBLANZAS DEL RIO GUAPI CORPOGRAFÍAS.COM

YOUNG PEOPLE HAVE BEGUN TO REPLICATE EXPERIENCES AND PASS ON KNOWLEDGE TO THEIR COMMUNITIES.

An essential contribution of the CDLO activity with the Semblanzas group is that the knowledge acquired in the production work is transmitted to the music foundation in which young people from different parts of the municipality participate. The CDLO intervention seeks to strengthen the entire community, not just a particular musical group.

This knowledge that we acquire is not only for us, because at least for me, if another of the groups here calls me, but I will also tell them: well guys, what we did was a process like this, this way, profound, very strengthened and more or less so that you have a guideline, you can do it this way, this way. -Interview

With the guys from Semblanza, Ecos del Pacifico as well. The project we developed taught the children about instrument construction, repair, marimba playing, and traditional Pacific singing. It left me with a lesson and gratitude with CDLO that we, as builders... Because here there was a problem, that here people did not like to teach, and this entity taught us that knowledge must be transmitted, that youth must be taught because they are the seedbeds for tomorrow. So, we learned that we should not practice what we have been practicing here because culture has also had many problems of selfishness, and we have to leave that aside and move forward with the youth. -Focus Group

LESSONS LEARNED

- The experience with the musical group Semblanzas del Rio Guapi is an excellent example of technical capacity building in production and marketing based on prior community knowledge.
- The subject of the case study focuses its intervention on capacity building. However, to preserve an intangible heritage, it shows elements of context analysis, multi-level dialogue, and communication for development.
- Although the beneficiaries value the CDLO activity, there is some concern about the sustainability of the process. In addition, the beneficiaries believe that the activity can increase its coverage by more actively involving the music schools of the region and that the activity could be replicated in other municipalities on the Colombian Pacific coast. The record had not been released at the time of the evaluation visit.

2. SAMANIEGO PRODUCERS' COOPERATIVE - CHUGULDI SAMANIEGO CORRIDOR

INTERVENTION CONTEXT: The CDLO intervention in the municipality of Samaniego began in 2018, prioritizing the corridor that connects the urban area with the village of Chuguldi and La Llanada. Based on the CDLO territorial assessment, the coffee chain is prioritized in the lower part of the municipality. According to the strengthening of the ABADES association, CDLO supported the construction of a collection center in the urban center and the creation of a coffee cupping school. The village of Chuguldi is in the upper part of the municipality, where CDLO supported the COOINPROSAM association business strengthening, which is dedicated to producing potatoes, vegetables, and greens. In this area, there is a nucleus of intervention where the traditional economies are connected: the school's plant nursery where the farmers' children learn agricultural work, and the Rural Public Library for Peace where the community has access to digital production equipment donated by CDLO. The infrastructure projects and main culverts are concentrated on the road that connects the Chuguldi and La Llanada

villages with the urban center of Samaniego. The projects were carried out by the Community Action Board's operating committee, and the municipality provided machinery for the road improvement.

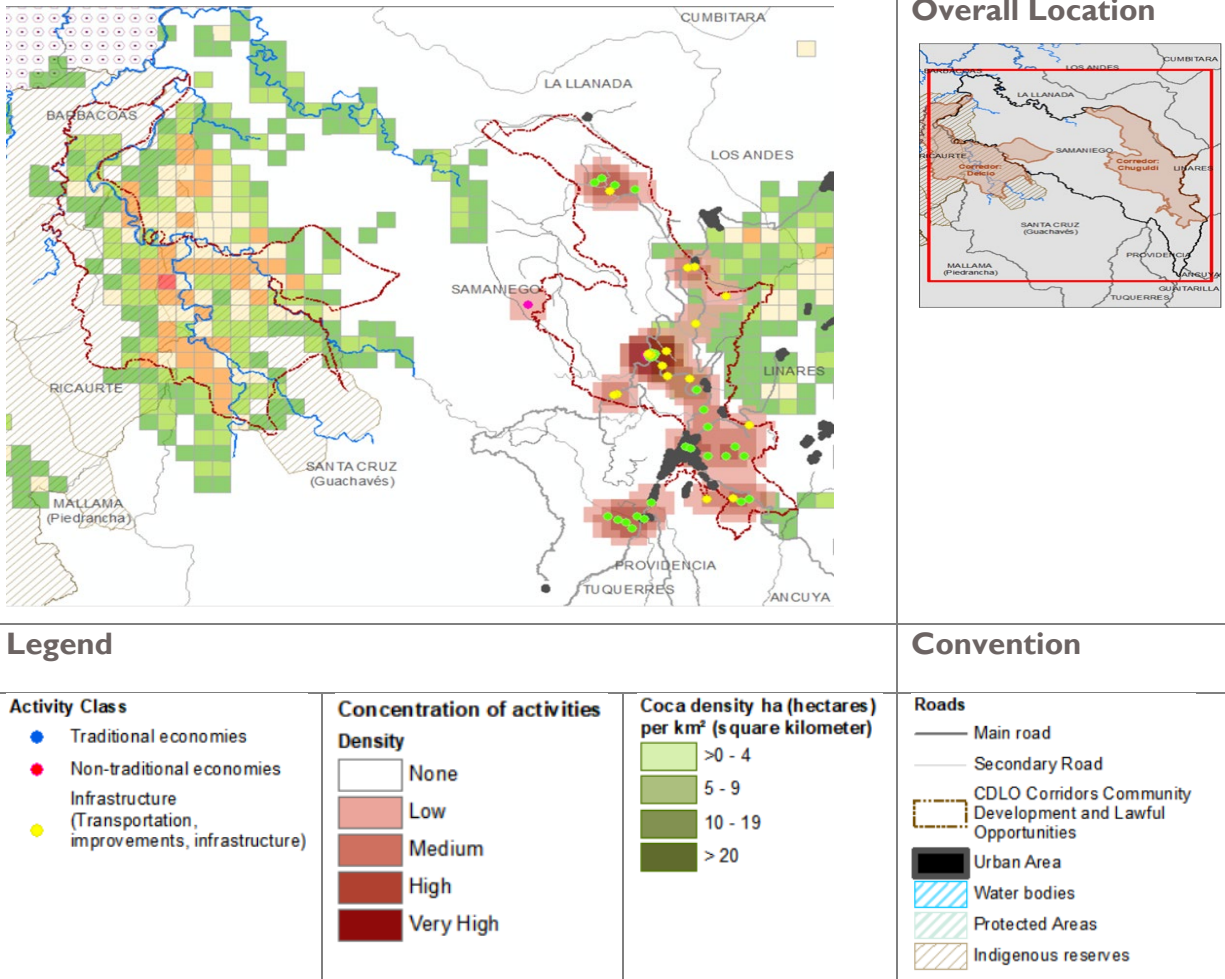


Exhibit 23. Social mapping of the Chuguldi Samaniego Corridor

SOURCE: CDLO EVALUATION - GIS TEAM

PROCESS: COOINPROSAM's value capture process connects traditional economies, such as potatoes and vegetables, with non-traditional economies, such as digital production and web design. The relationship is established by linking the village's productive activities with the educational infrastructure (based on the Municipal Libraries for Peace program of the National Library) located in the Chuguldi village school. The village's young people, most of whom are children of the association's producers, receive training in web design, systems management, and communication strategies. The young people in the library's innovative projects program were in charge of developing the COOINPROSAM and ABADES web pages, from which the two Community Based Organizations can sell their products, learn about the state of their finances, and communicate internally. Together with the Community Action Board of the village, the activity is developing a virtual tour of an ecological reserve area to be promoted as a tourist destination in the future. The value capture model has several limitations: Internet connection is lacking in almost all rural areas of the municipality. The equipment donated by CDLO is located in the library of the school and, due to quarantine closures, young people could not access the equipment (at the time of the evaluation visit, the quarantines had ended). The sustainability of the

intervention may be affected by the local government's political will. In this case, the intervention has had the support of the Secretary of Education of Samaniego, but in future governments priorities may change. Finally, the timing of CDLO is different from the timing of the National Government. The equipment donated by CDLO arrived before the evaluation visit, while the equipment of the National Library had not arrived at the time of the visit.

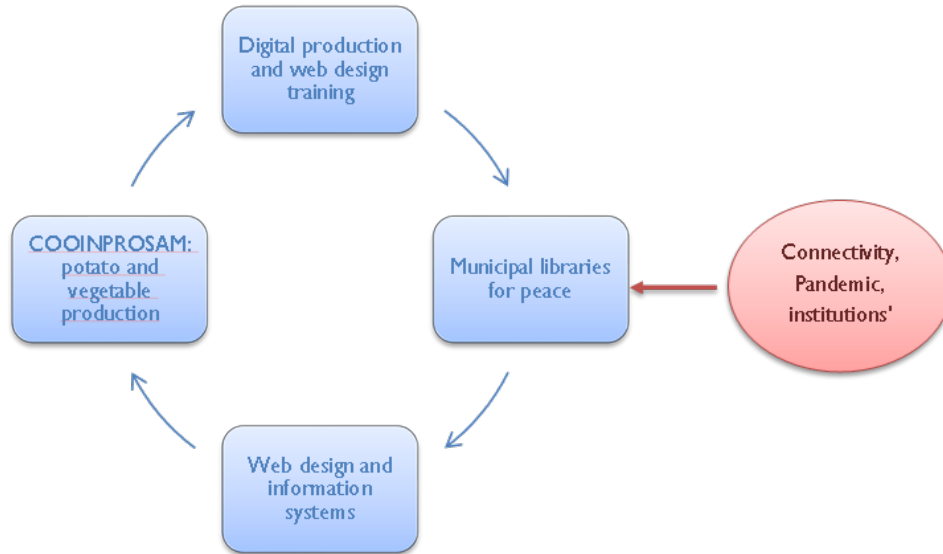


Exhibit 24. Chuguldi Samaniego Corridor, Cooinprosam- Municipal Library for Peace, Strengthening process

SOURCE: CDLO EVALUATION

STRENGTHENING THE ADMINISTRATIVE AND ORGANIZATIONAL CAPACITY ALLOWED THE FORMALIZATION OF PROCESSES THAT WERE PREVIOUSLY CARRIED OUT INFORMALLY (ORGANIZATIONAL STRENGTHENING). An immediate intervention that CDLO conducted with the associations was strengthening business processes through training and support for financial, accounting, and administrative issues. Processes that were previously carried out intuitively and traditionally were then standardized. The evaluation participants emphasized that the association redrafted the bylaws in a participatory process in which all members were involved. Despite having been in operation for more than ten years, the productive associations had basic flaws in accounting and administrative processes. The participants valued the intervention in strengthening these processes, making them more efficient by leaving behind informal organizational practices.



From my point of view, it is the support provided in the administrative and financial area. We had an enormous difficulty because we had not been able to update the accounting process in ten years of operation. So, this was a huge shortcoming that we had, with all the problems with not having an up-to-date financial situation, which is basic for decision making. So, thanks to the process, now, at the end of the process, we have managed to standardize all the financial part, update it to the national and international system through the IFRS, parameterize it and, additionally, keep it up to date. Today, for example, at 6:00 p.m. every day, we know exactly how the cooperative is doing in the financial-accounting area, and at the end of each month, the team meets with all the professionals to determine the shortcomings of each of the processes. So, this has been the greatest gain we have today. -Focus group

Exhibit 25: Cooinprosam organic products store

SOURCE: CDLO EVALUATION

THE DEVELOPMENT OF CERTIFIED SEEDS INVOLVES MULTI-LEVEL DIALOGUE BETWEEN THE ASSOCIATION, UNIVERSITIES, AND RESEARCH CENTERS. CDLO's support of COOINPROSAM producing certified seeds has been fundamental for its expansion and sustainability in the future. The support of CDLO and connections with institutions, such as the Nariño Rural Development Agency and universities in the region, allowed this certified seed initiative to provide sustainability to the intervention when the program ended. There are currently two companies commercializing seeds in Nariño, and the association COOINPROSAM would be the third.



We could say, today, that it was a before and after the process. We are very happy to say that we are today in an after, after two years, more or less since this whole process began. Within the association, a very substantial change is noticeable in what was before and today with the program's implementation. Within the cooperative, we have the Certified Seed program. Today, we already have the endorsement and the necessary permits required here in Colombia that are processed before the ICA; this has been a significant achievement since we have always bought seeds outside the municipality and many times, outside the department, with all the costs and other situations that this implies. -Interview

Exhibit 26: Seedbeds in the village of Chuguldi

SOURCE: CDLO EVALUATION

The development of certified potato seeds strengthened traditional economies through new products that generate added value. The process involved multi-level dialogue with academia, the Universidad de Nariño, and research centers such as Agrosavia during laboratory tests. The Colombian Agricultural Institute (ICA, by its acronym in Spanish) was also involved in the seed certification process.

Agrosavia was directly involved in this process because they had been working with us. They provided us with the logistics, they provided us with some materials, and Agrosavia was involved in the whole process because this was a process, even before the implementation of this part. So, all the logistics and technical support from there was offered to the engineer hired by the program to start this process. So, the work of Agrosavia, for example, was vital in this situation and that of the ICA [Colombian Agricultural Institute]. The ICA is the other entity that also joined... -Interview

THE INTERVENTION IN ROAD INFRASTRUCTURE MADE IT POSSIBLE TO STRENGTHEN THE COMMERCIALIZATION OF ASSOCIATIONS. Such is the case of COOINPROSAM and ABADES in Samaniego, where road infrastructure projects were implemented on the roads leading to the collection center, the production farms, and the library. The infrastructure intervention sought to strengthen the commercialization of the associations related to CDLO activity.



The infrastructure works were mainly to facilitate the commercialization of COOINPROSAM, no, because there, how they get their vegetables and greens, when they took their produce before, as the roads were so damaged, the crops arrived here half damaged. So, we said, come on, we held a meeting with COOINPROSAM members and the community in general. -Interview

Exhibit 27: Road improvement works in the village of Chuguldi

SOURCE: CDLO EVALUATION

COLLABORATION WITH LOCAL GOVERNMENTS ON ROAD INFRASTRUCTURE WAS POSSIBLE THROUGH MAINTENANCE WORK IN THE CORRIDORS WHERE CDLO INTERVENED.

Local governments do not have the budget for infrastructure projects; however, they collaborated as much as possible by providing their machinery. In the case of Samaniego, they coordinated with the mayor's office on the road improvement (yellow machinery) for the areas of the road infrastructure where CDLO intervened.

The program provided the sewers. The mayor's office helped with road improvement, let's say, with machinery. And they also repaired... A large part of the road. So, that was the commitment we had had, from the beginning, with the mayor. Because, in the beginning, the program had been committed to the sewers, but the mayor's office, with the issue of repairing with machinery, scraping and placing the gravel ...that is being done today. - Focus group

THE PROVISION OF TECHNOLOGY FOR RURAL LIBRARIES HAS ALLOWED YOUNG PEOPLE TO ACCESS TECHNOLOGY AND CONTINUE THEIR DIGITAL PRODUCTION PROCESS, DESPITE THE MOBILITY RESTRICTIONS DUE TO THE COVID-19 EMERGENCY.

CDLO invested in technological equipment consisting of computers, tablets, and digital cameras to strengthen the Public Library for Peace. Such equipment allowed young people to continue their digital production work despite mobility restrictions due to quarantines generated by COVID-19.



27 tablets, yes... well, these tablets arrived last year. Because of pandemic situations, children had to stay at home. Unfortunately, children do not have the same opportunities as other students to have their Internet, computer, or tablet at home to do their homework. So, these tablets were something very good, it was something incredible and also a gift that allowed us to motivate the students even more because these 27 tablets were distributed to the students who actively participated in the library's base groups and were given to them as a loan last year so that they could carry out their academic activities and also, through these tablets, they could also participate in the different pieces of training that were given from CDLO. -Interview

Exhibit 28: Municipal Library for Peace, Chuguldi village

SOURCE: CDLO EVALUATION

THE DIGITAL PRODUCTION COMPONENT IS COORDINATED WITH THE PRODUCERS' ASSOCIATIONS, WHICH HAVE STRENGTHENED THEIR MARKETING AND INTERNAL COMMUNICATION PROCESSES.

Training in digital production has enabled the associations (ABADES) to have a well-structured web page where members can consult all the information related to production, commercialization, and financial statements.

Honestly, we can now manage the website so that you understand me. They have already trained us in everything, and it is already installed in Federación Abades, where you enter and see like Abades and look at the associations, everything is complete. In other words, something very nice. Something that you... Another person can look at, can look at everything, as I said, all the work, all that. Only Abades can look at the financial parts, all those things. In other words, only Abades can enter that page. -Samaniego focus group.

LESSONS LEARNED

- Producers and academic collaboration: Adequate coordination between universities, research centers, and producer associations allowed the creation of new products, in this case certified seeds.
- Coordination of traditional and non-traditional economy: Training in digital production, web design, and systems management strengthened producer associations in accounting, administration, and marketing.
- Government collaboration: The intervention in the Rural Public Library for Peace shows that it is possible to collaborate between CBOs (Cooinprosam), the local government, including the school and library, the National Library with bibliographic supplies, and CDLO with technological equipment.

3. ORGANIC AGRICULTURAL ASSOCIATION OF COCOA FARMERS IN THE MUNICIPALITY OF SAN JOSE DE FRAGUA (ASOACASAN).

INTERVENTION CONTEXT: CDLO began its intervention in the municipality of San Jose de Fragua in 2018, where diverse activities are prioritized in the same geographic corridor. CDLO concentrates its activities in the Pie de Monte San Jose corridor, covering the eastern slope of the municipality on the mountain range on the border with the Fragua Indiyasy National Park. CDLO has developed three primary centers in the corridor. The first center is the northern part, including the urban center, where they have developed road infrastructure projects in the Bellavista, La Paz, and La Tigra villages. This sector is home to the municipality's most significant cocoa production. Tourism and gastronomy projects have also been developed near the Natural Park. The second center is in the southwestern part of the municipality and includes El Jardin, El Palmar, and Los Andes trails. The intervention includes infrastructure projects that connect the producers in the upper piedmont with the main road, as well as tourism and gastronomy in Berlin town. Finally, a third center connects the two previous ones in the Costa Rica trail, where the fruit tree collection center is located. The ASOACASAN headquarters is located in the urban center of the municipality, where the post-harvest cocoa process is concentrated.

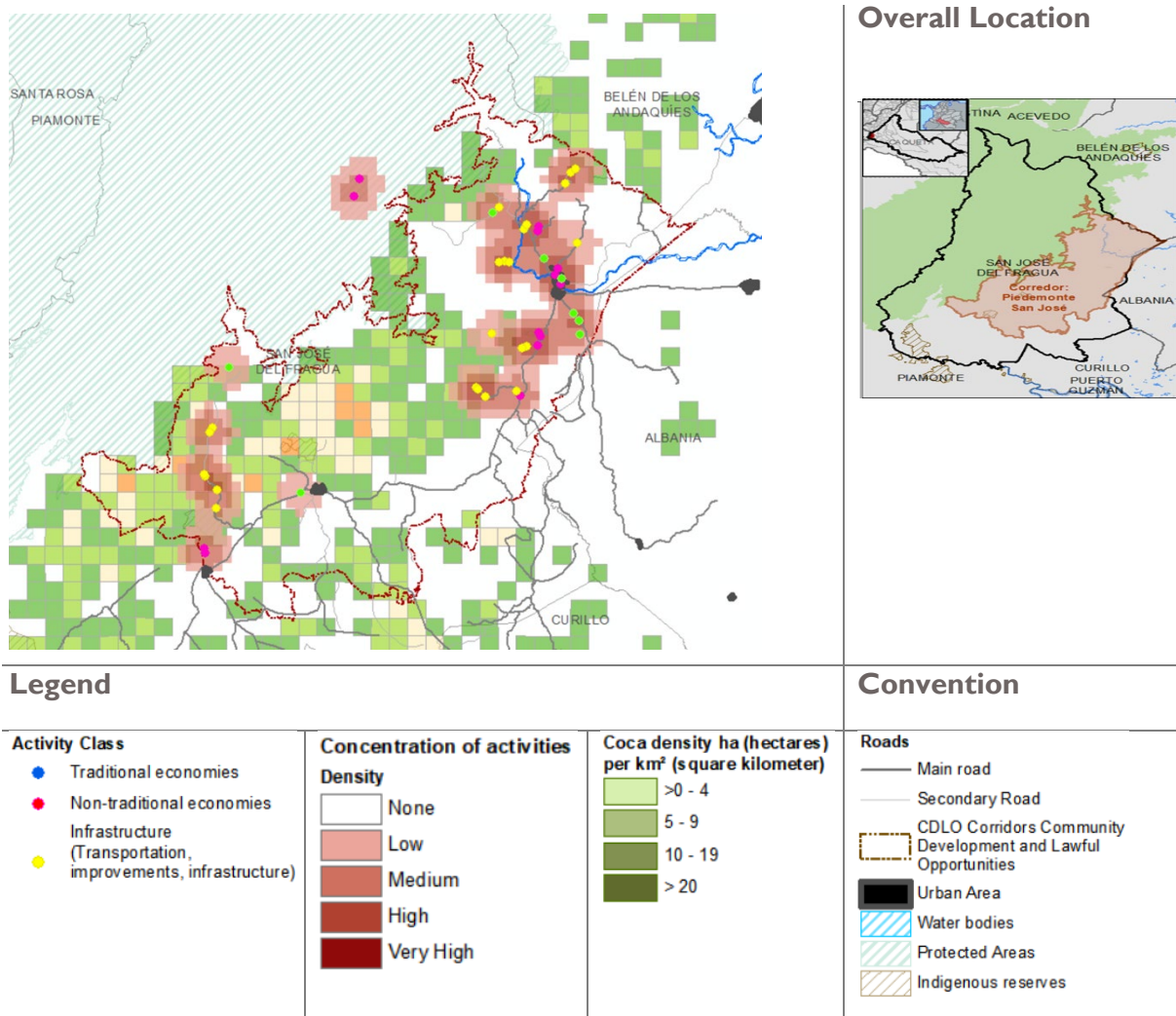


Exhibit 29. Social mapping of the Pie de Monte San Jose Corridor.

SOURCE: CDLO EVALUATION - GIS TEAM

San Jose del Fragua and Caquetá were the epicenter of the armed conflict with the Revolutionary Armed Forces of Colombia (Fuerzas Armadas Revolucionarias de Colombia, FARC, by its acronym in Spanish) for decades. Since the Peace Agreement, there has been a relative improvement in security conditions; however, new armed actors have arrived in the region to take control of coca crops. As seen on the map, the entire municipality has been affected by illicit crops, which are more concentrated in the foothills and the area near the natural park. In such a difficult environment, different producers' associations have emerged that seek to create licit productive alternatives for the region's farmers.

I lived through the hard times in Caquetá, I know them, the difficult times, the times of drug trafficking, the times of violence, the times of forced disappearances, from the 80s to the 90s, and I lived through all that; but I am also aware and let's put it this way, I am proud of the resilience we have here in Caquetá. It is not easy, culturally it is not easy, the people are very, very affected, but there are very good expectations and very good activities have been developed, let's put it this way, that have been framed to help change lives, but because those communities or those people have allowed it. We are simply helping to push the wheel, but they are the ones who continue. -Interview

The Peace Agreement and the demobilization of the FARC brought profound changes to the southern region of Caquetá. The main one, according to the participants of the evaluation, is in regards to security. They trust that this improvement will continue and that the Government will fulfill its commitments in implementing the Agreements. The Development Plans with a Territorial Approach (PDETs, by its acronym in Spanish) have already been formulated, but their implementation has been slow and with a low budget. The Integral National Plan for Crop Substitution (PNIS, by its acronym in Spanish) received profound objections from the community regarding non-compliance of productive projects.

I am one of those who say that the peace agreement was very important, it began to change the imaginary and the security conditions, they were modified, and that is a before and after. -Focus group

A beneficiary of the CDLO activity comments on how the Peace Process made it possible for institutions to arrive in the region of San Jose de Fragua:

The peace process was very important, it has been very important for the department because, without the peace process, the State presence did not reach San Jose. We were isolated and dependent on an armed group that came and set the conditions here, and we had to stand idly by because if we said anything against it, they would kill us or take us out of our land, and we didn't want to lose what we had. -Focus group



Exhibit 30: Fragua River Canyon, San Jose de Fragua

SOURCE: CDLO EVALUATION

PROCESS: The Association of Cocoa Producers of San Jose del Fragua (ASOACASAN) arose in a rather complex context, marked by the boom in illicit crops, the armed conflict, and the abandonment of the region by the State. In 2008, the association was formalized as a legal alternative for the farmers of San Jose de Fragua.

Asoacasan is a cocoa association registered and has had all its legal accounts since 2008, because of all the fumigations that were being done, they were damaging crops, the illegal ones, and other crops; then they saw an alternative, which was cocoa, right? Everybody used to say cocoa, like -you plant it and after three years, four years and that's it, go and cut the seed, and that's it, you have no problems at all. That's how it was done; it was planted, the whole process was done, and it turns out that this is not, this demands a lot of work, too much work. -Interview

In 2017, the association was in a deep crisis. Many people had abandoned the association, they were not receiving technical assistance from the mayor's office, and many producers had neglected the maintenance of the trees or, in other cases, had abandoned them as they believed that it was not profitable for the work required.

There was no support at any time, from any entity. It was thought to liquidate this association, some people wanted to, but a lot of cocoa was abandoned. They abandoned it at the beginning because it generated a lot of production costs, they thought it was not profitable because cocoa here was paid up to 2,200 pesos, so it was better to leave it to waste. And that happened here in the association. Everyone left it abandoned. Besides, some turned it into pasture; others turned it into whatever but abandoned. -Interview

THE PARTICIPATORY ASSESSMENT CARRIED OUT BY CDLO IDENTIFIED THE SPECIFIC NEEDS OF THE ASSOCIATION. In this context, CDLO arrived in the municipality of San Jose de Fragua to support ASOACASAN at a critical moment: low cocoa quality and productivity, producers disappointed with the crop, and an aging farmer population with no generational replacement in sight.

Then CDLO arrived and boosted the cocoa trade here. How did that happen? That was because there was a broker here, that intermediary paid whatever he wanted here in San Jose, so the price of cocoa was meager. When we started buying cocoa in 2019, we already had a processing plant, CDLO helped us build a warehouse and a drying shed, so we said we had to put the drying shed to work. -Interview

One of the main difficulties faced by cocoa producers is to achieve a homogeneous bean quality, as each producer carries out fermentation and drying on his individual farm. Centralizing the post-harvest process has been a solution to this weakness in their marketing processes. CDLO and the association determined that a critical point in which to intervene was the entire post-harvest process to improve the quality of the beans, have standard fermentation and drying processes for all members, and thus open new markets for specialty cocoa.

THE PROCESSING CENTER GENERATED A CHANGE IN THE PRODUCERS' POST-HARVEST PRACTICES. Previously, each producer carried out the fermentation and drying process on their farm, which resulted in different grain qualities. The processing center made it possible to centralize the process, receive the cocoa "in baba" (mucilage-coated cocoa), carry out the entire processing under the same conditions, and obtain standard quality cocoa.

(Detail removed) post-harvest cocoa for the ASOACASAN Association. We have been working on purchasing cocoa at the mill; thank God we started through CDLO to carry out this purchase and post-harvest process: fermentation, drying, and, later, packaging. -Focus group



Exhibit 31: Processing center, drying parabolics, and bean selection.

SOURCE: CDLO EVALUATION

CDLO SUCCEEDED IN INVOLVING YOUNG PEOPLE IN THE COCOA PRODUCTION PROCESS THROUGH TRAINING PROCESSES. To improve post-harvest processes, the program conducted internships for young people belonging to the organization in other departments, where they could learn good agricultural practices in cocoa growing and then replicate this knowledge with the association's members.

We went to Arauca, a major cocoa producer department that is light years ahead of us. So, there they had cocoa tourism routes, routes of this and that, in other words, they integrated things a lot. So, we went and trained ourselves. -Interview

A CENTRAL ASPECT OF ASOACASAN'S PROCESS HAS BEEN THE GENERATIONAL TRANSITION OF PRODUCERS. In the municipality, many young people have migrated from the countryside to the cities for different reasons, at one time because of threats from armed groups or to avoid being recruited. Other young people have gone to study in cities such as Florencia, Neiva, or Bogota, as far as their parents' income allows, but they study subjects that are not related to agriculture and later settle in the cities. There is a lack of technical education offered by SENA or the Universidad de la Amazonia in Florencia.

We are also working on the social part, such as generational transition. We started this process the year before, looking for young people to return to the countryside and fall in love with agriculture again because I am one of those convinced that... I have always said that the country is getting old, but it is not because of the countryside, but because when you visit the farm, you find the father, mother and children far from the farm, studying in the city or because they have moved to other places because of lack of opportunities. -Focus group



Exhibit 32: Cacao fermentation box

SOURCE: CDLO EVALUATION

SOME YOUNG PEOPLE, SPECIFICALLY CHILDREN OF FARMERS, HAVE BEGUN THE PROCESS OF BECOMING COCOA PRODUCERS. Some have received training in good agricultural practices in other departments, such as Arauca, which are more advanced in cocoa production. This is the case of the cocoa producer's son below:

When I arrived from there [Arauca], my dad told me that he no longer wanted to continue with cocoa, that it was too much work. I told him, 'Well, let me plant it,' and he said no, I don't know... Okay, no problem, and I left. Suddenly he called me: "Do you want to plant it?", "yes." I went and bought the seedlings from Florencia, already grafted and everything. Very nice like that. One day I told him, "Well, how do you plant it?" Because I didn't know how to plant it. I knew that you fix it and prune it, and that's it, but I didn't know how to plant. He taught me, helped me plant it, and said, "well, it's ok, let's do it as partners." And I said, "well, let's do it" (laughs). (laughs) I already have some big bushes; they have been there for two years. In other words, it is still small for the time it has taken, but I am happy with my cocoa plantation. - Interview

COCOA CROP HAS ALLOWED THE FARMERS TO HAVE AN ALTERNATIVE TO ILLICIT CROPS, not only because of economic factors but also because it generates roots, security, and identity in the producers. The evaluation participants state that cocoa growing is a legal activity which has

allowed them to have peace and tranquility since they have no contact with illegal groups, and they have also managed to recover their sense of self-worth by recognizing themselves as farmers.

The same phenomenon of illicit crops that was very strong here in the department allowed many families to disintegrate. Sometimes when we talk with our associates or with other neighboring farmers, we say 'how nice it is to sit at the table, enjoy a good cup of chocolate, to be able to whisper, with the security that we can be here without anyone coming to bother us. Without the fear that an armed group might arrive, that they might come and threaten us, but with the certainty that what we produce on the farm we will be able to take to the town, to commerce, in broad daylight, without hiding. So, this is the peace and tranquility of having a cocoa crop. - Focus group

Another testimony in the same sense highlights the insecurity that the producers are exposed to through illicit crops:

The significant difference here is that cocoa at this moment is a product you can take from the farm and if it falls on your neighbor's land or your friend, he helps pick it up. The big difference with coca, which is more profitable, is that if they look at you with a kilo of coca, they kill you. - Focus group

The focus group participants say that the money obtained from illicit crops is ill-gotten, while cocoa, even if it is less money, allows them to feel proud of their work and to recover a sense of self-worth.

You may have money, but it is money that you do not spend peacefully, and you will not enjoy it as you enjoy when you take out a bag of cocoa and sell it. You take it to the village, and you can stand in the middle of the square and say, "look, here I have cocoa to sell and enjoy," and say, "the money I have here is from cocoa," and no one will say anything to you. And sharing this achievement with the family is the most beautiful thing. I think that, from our point of view, we have to start building so we can change. - Focus group

SECURITY CONDITIONS CONCERN LOCAL PRODUCERS WHO HAVE BEEN BETTING ON THE FORMAL ECONOMY. In some cases, armed groups and promoters of illicit crops see cocoa producers as a threat to their "business." They say that cocoa leaders in the region have been threatened, so they try to keep a low profile as to not generate conflicts with the armed groups in the region.

Sometimes we have to speak with caution on this issue because there are actors in the region who do not like the fact that we support the legal economy and think that "well, if you are getting me involved in this, you are brainwashing the people I have involved there and you can damage my business," and sometimes this can even cost the life of a leader; but little by little we want and need to because it is important. - Focus group

THE CONSTRUCTION OF PRODUCTIVE INFRASTRUCTURE HAS ALLOWED ASOACASAN TO IMPROVE THE QUALITY OF THE COCOA IT COMMERCIALIZES. CDLO built productive infrastructure to strengthen ASOACASAN, such as a processing center to centralize the post-harvest process of cocoa and thus have a better quality of the grain, which allows better prices from the trading partner and avoids intermediaries buying directly from producers.

This processing plant allowed us to obtain homogeneous cocoa, with the same physical and chemical characteristics, which allowed us to sell it at a better price. So, we were already buying from the farmer, knowing

that the intermediary was paying 4,800, we were buying it at 5,600. Of course, then the associate and the non-associated brought the cocoa here, but we have a problem; that we still don't have enough resources. -Interview

THANKS TO THE PROCESSING CENTER, THE CENTRALIZATION AND STANDARDIZATION OF THE POST-HARVEST PROCESS WERE ACHIEVED. This is related to uniform fermentation, drying under optimal conditions, and packaging. The result was an improvement in the quality of the cocoa in a short time, which was evidenced in a contest on bean quality where the association was a finalist.

With the support we have received from CDLO, we have already won a contest here in Caqueta, the contest for the best quality cocoa in Caqueta. We participated in other contests at the national level, some international business rounds were held, and we were, that is, about five associations in Colombia were chosen for a business roundtable with international traders. We were part of those five because of cocoa quality. -Focus group

THE IMPROVEMENT OF THE POST-HARVEST PROCESS, THE QUALITY OF THE BEAN, AND HAVING A TRADING PARTNER ALLOWED THE ASSOCIATION TO BUY THE BEANS FROM THE PRODUCERS AT A HIGHER PRICE THAN THE TRADITIONAL INTERMEDIARIES. CDLO allowed ASOACASAN to create a relationship with the business partner Chuculat, which allowed them to obtain a better price for the grain and avoid intermediaries, with the condition of improving quality. The improvement in the fermentation and drying of the grain allowed the association to have a standard quality, which led to a commercial strengthening of the association.

In addition to that, we managed to agree with them, where they pay us per kilo of well-processed cocoa with specific conditions: 30% above the local price. From there, we began to produce quality and put an end to the intermediary. When we got our kilo of cocoa here, they paid us 4,800 pesos; the year after the association was formed, we entered and built this infrastructure and committed ourselves to the whole process -I believed it was possible, but I saw it as very difficult- but it was a challenge that we took on together with the board of directors and each of the associates. -Interview



Exhibit 33. Chocolate produced by Chuculat, ASOACASAN's business partner.

SOURCE: CDLO EVALUATION

ALTHOUGH THE ASSOCIATION HAS IMPROVED THE QUALITY OF THE BEAN, IT HAS NOT REACHED THE VOLUMES NEEDED TO MEET THE DEMAND OF LARGER-SCALE BUYERS.

They hope to increase production in the coming years, although they recognize that it is not an easy process. The process requires expanding the plantations and new producers to join the association, which brings doubts about ASOACASAN's sustainability in the medium and long term.

We have problems with sales because we do not have that... we have some two that buy from us, but tiny quantities... 300 kilos, sometimes 500; then sometimes we have to wait for them to gather 1,000 tons to be able to send or to be able to pay. So, there is always a bottleneck with the sustainability of the association. In the beginning, we established it to be sustainable in 3 years. It has been two years, and we are on the right track, but we still have a long way to go. -Interview

CURRENTLY, ONE OF THE ASSOCIATION'S MAIN PROJECTS IS TO CREATE A BRAND WITH ITS OWN IDENTITY.

The evaluation participants believe it is essential for the final consumer to recognize that the cocoa grown in San Jose del Fragua is part of a community initiative to build peace and legality in the territory, which is an added value that business partners should consider. In the same direction, they plan to develop a "cocoa route" as a tourist attraction, where visitors can learn about the different varieties of cocoa, the territory, its people, and the efforts they make to have a legal career.

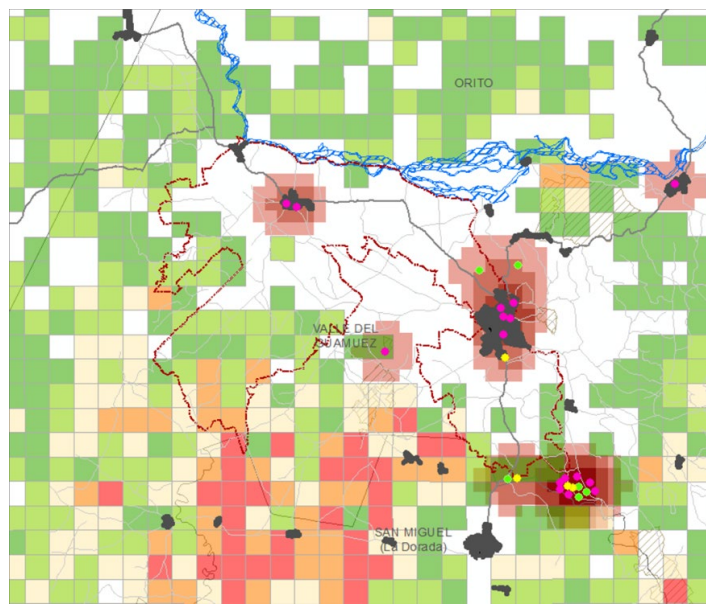
We also want a seal that identifies the association, not so much as a certificate, but a seal that gives us the identity of what ASOACASAN means. For example, Harvests in Peace, post-conflict cocoa, or something like that. -Interview

LESSONS LEARNED

- The CDLO activity has shown that improving production processes through productive infrastructure projects is possible. In this case, the processing center was where the fermentation, drying, grain selection, and packaging processes were concentrated. The milling center has allowed a standard quality that permits obtaining a better price for the grain.
- Centralizing the post-harvest process has made it possible to achieve a standard quality for the different members of the CBO. The process of fermentation and drying of cocoa beans centralized in the CBO has improved quality and allowed access to new markets. ASOACASAN's experience shows that it is possible to change the practices of traditional producers and strengthen producer associations.
- The internship program, where young people travel to different regions to learn good agricultural practices in cocoa, has allowed them to become involved and take an active role in the CBO. The knowledge they acquire is replicated with the different producers, giving an important place and role to the young children of associates, making the generational transition possible.
- The case of ASOACASAN demonstrates that cocoa growing is a viable alternative for substituting illicit crops. The participants of the evaluation highlight aspects beyond the economic sphere, such as the security and solidarity generated among neighbors, the pride in growing a product that is good for people, the possibility of developing roots from a long-term project, and recovering their sense of self-worth by having an identity related to legality and peacebuilding.

4. COCOA PRODUCERS' ASSOCIATION - ASOPROCAF VALLE DEL GUAMUEZ

INTERVENTION CONTEXT: In the La Hormiga corridor, in Valle del Guamuez, CDLO concentrated its intervention in the southern zone in La Florida village. As seen in the social mapping (Exhibit 6), a concentration of activities reinforces a legal economy nucleus amid an illicit crops' context. CDLO joins traditional economic activities, such as the improvement of cocoa production and post-harvest (green dots), which refer to non-traditional economies related to ecotourism (magenta dots), as well as productive infrastructure works in the processing center and laboratory of ASPROCAF (yellow dots). The map also shows the work of the communications collective, focused on mural painting, concentrated in the urban centers of La Hormiga, El Tigre, and El Placer (magenta dots).



Overall Location



Legend

- Activity Class**
- Traditional economies
 - Non-traditional economies
 - Infrastructure (Transportation, improvements, infrastructure)

- Concentration of activities Density**
- None
 - Low
 - Medium
 - High
 - Very High

- Coca density ha (hectares) per km² (square kilometer)**
- >0 - 4
 - 5 - 9
 - 10 - 19
 - > 20

Convention

- Roads**
- Main road
 - Secondary Road
 - CDLO Corridors Community Development and Lawful Opportunities
 - Urban Area
 - Water bodies
 - Protected Areas
 - Indigenous reserves

Exhibit 34. Social mapping of the La Hormiga Corridor

SOURCE: CDLO EVALUATION - GIS TEAM

PROCESS: The CDLO activity in La Hormiga corridor of Valle del Guamuez is based on its context reading, as well as the need to conserve the region's ecological diversity and take advantage of its ecotourism potential. The CDLO activity is concentrated in the village of La Florida, where the cocoa CBO producer ASOPROCAF is located. CDLO initially supported the CBO in the construction of the processing center, but seeing the ecological richness of the area, it was decided to implement a non-traditional economic project called "the cocoa route," taking advantage of a reserved space established by the JAC in 2015. In the ecotourism project, the youth and women of the village actively participated

in activities such as the design of ecotourism tours, bird and primate watching, cocoa production, and cupping. It is worth noting that several young children of producers completed internships in different regions of Colombia and abroad on cocoa production, post-harvest, and quality, and upon their return, they applied and disseminated the knowledge they had acquired. The cocoa route is just beginning to operate, but the strategic partner believes it should be integrated into a broader tourism circuit with other ecotourism routes in Putumayo.

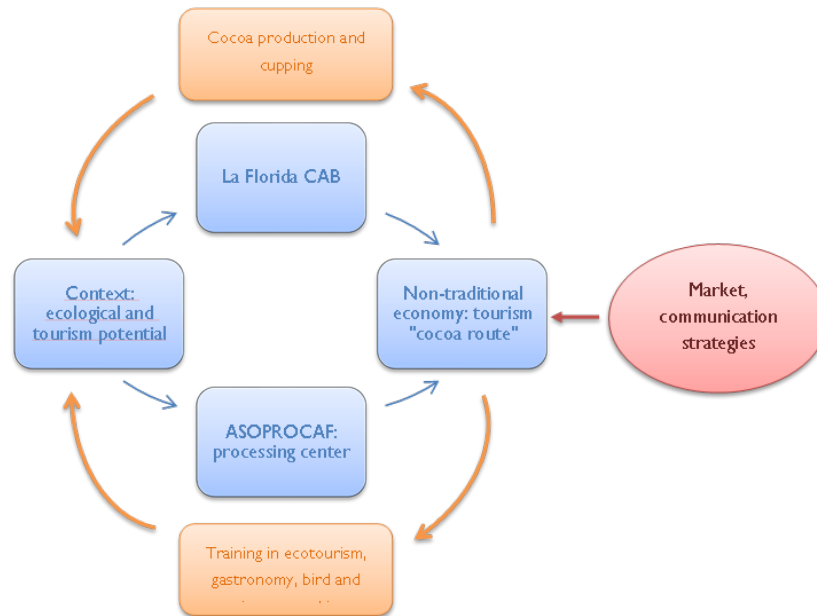


Exhibit 35. Relationship between the activity elements in the La Florida village, Valle del Guamez.

SOURCE: CDLO EVALUATION

THE TOURISM ACTIVITY OF THE COCOA ROUTE IMPLIES A VALUE CAPTURE OF AN ECOLOGICAL AREA AT RISK. A young woman from the village of La Florida told the evaluation team that CDLO conducted the assessment with the La Florida Community Action Board and ASOPROCAF and found that the vereda has essential environmental resources. In 2015, the Community Action Board established a "reserve area" to conserve the entire riverbank and protect its fauna. After working with the strategic partners in tourism, Travolution and Quinti, the inhabitants recognized the economic potential of bird and primate watching tourism.

I, for example, said, "But there is nothing attractive here," I said, "But something that is like a mural or something" "Here it is only a jungle," I said, "It is a mountain. It's just cocoa", which for us is of no importance. For example, seeing a monkey or a bird every day, primates, and bird watching was normal. The sunsets were beautiful to them. So, they said, "You have a great potential." But I said, "Here it is a mountain"; then, Travolution and Quinti said, "No, you have a lot of potentials, a lot, a lot," they said, "Here, keep working, keep working, keep working, show. Show where the cocoa is planted, from the cocoa seed to where it is transformed, up to the transformation of the chocolate. There is a lot of potentials. Bird watching, primate watching and all that. -Focus group

CDLO SUPPORTED ASOPROCAF WITH RESOURCES FOR THE COCOA LABORATORY CONSTRUCTION. The association has a project to standardize the cocoa post-harvest process, from pulping, fermentation, and bean drying; with other cooperation projects, they have acquired machinery

that allows them to process the cocoa to produce chocolates. CDLO contributed resources for the collection and processing center construction, which will be part of the cocoa route. The collection center and laboratory are currently under construction and are expected to be completed in December 2021. The community action board of La Florida has been trained to follow up on oversight, accounting, and purchasing work.

We had another project for some machines with another entity, with SIX, so we needed a laboratory. Then, they told us that they asked what we needed for the cocoa project; CDLO came to help us build the laboratory. The other entity already gave us the machines, but there was no place to receive them, so we had to rent to receive them. So, we already have them there. And now, well, they have already started with the laboratory and construction, but we thought we would start this year. -Focus Group

THE ROLE PLAYED BY THE WOMEN CBO HAS BEEN FUNDAMENTAL FOR THE STRENGTHENING OF THE ASSOCIATION AND THE COCOA ROUTE CREATION.

The women's group of the La Florida village was created from previous programs, such as Women Entrepreneurs of the Department of Social Prosperity. CDLO seeks to empower the women through the ecotourism project. In this project, an eco-kitchen is built and will serve as a restaurant where ten women who are trained in gastronomy and supported by SENA will work. Another group of women received training in cocoa cupping, playing an active role in creating the cocoa route and the processing laboratory construction.

THE INTERNSHIP PROGRAM INVOLVED THE YOUNG CHILDREN OF PRODUCERS IN THE COCOA PRODUCTION PROCESS, WHICH INCLUDED POST-HARVEST AND COCOA CUPPING.

The internship program enabled young people to become actively involved in the association and serve as a bridge for knowledge transfer. The young people spent a month visiting different chocolate companies in Spain and Mexico to learn about cupping and chocolate production and visiting farms in Antioquia, Arauca, and Santander to learn about good cocoa fermentation and drying practices.

INTERVIEWEE: Yes, it depends on the company, each specializes in that. My partner (detail removed), who went to Arauca, also specialized in post-harvest and transformation. Collect the cobs, harvest, clear, fermentation, and dry, then pass them on to processing. My colleague (detail removed) went to Antioquia, Medellin, she was focused on machinery; that is, how much time in a machine, how much, that it is not going to be too much in the roasting, that it is not going to burn, and so on. She learned to operate a toaster, a dehuller, and a refiner... and I focused on quality.

INTERVIEWER: Well, how long did it last...? And how long did these internships last? Interesting, I think...

INTERVIEWEE: I was in Mexico for a month. All for free. -Focus group Valle del Guamuez.

But the idea is to continue, we want to make... But we also make chocolates; although what we do is to harvest the cobs, harvest, cacao clearing, ferment, get a good drying process, and send it, for the moment, to Santander so that they can make the chocolates for us, because of the machinery. But we do have the machines. We were waiting for the laboratory construction, which they are building now; then, after the laboratory is built, we could make chocolate bars and transform. -Interview

THE COCOA ECOTOURISM ROUTE HAS ALLOWED PEOPLE TO GENERATE ROOTS IN THE TERRITORY. The tourism economy was unknown to the inhabitants of La Florida village. The construction of the cocoa route allowed them to recognize their territory again from its ecological and fauna diversity. The training they received from Quinti, the strategic partner, in bird and primate watching allowed them to rediscover their territory and generate roots.

The activity that is currently being developed is ecotourism, which is made up of young people and women of our village where we intend to offer the cocoa route with our young technicians as guides, cocoa cupping with our young people of the sensory component, heritage and peace hiking, which is the tour to the macro ceibo tree that is about a century old, bird watching as is the phornis chalibeos, La Coqueta, which is a tiny hummingbird; and in primates, [unknown word] discolor. We also have a gastronomy component and a component of women entrepreneurs dedicated to chocolate transformation. -Focus group



Exhibit 36: Cocoa route: Cocoa cupping.

SOURCE: MEL FIELDWORK

THE ECOTOURISM PROJECT DOES NOT HAVE A CLEAR ROUTE TO COMMERCIALIZATION. The strategic partner seeks to integrate the cocoa route into the Putumayo tourism network, offering packages in combination with other destinations such as Orito and Mocoa. The cacao route has been able to build tours on the crops and the ecotourism trail; however, the laboratory has not yet been completed, so the tour route was not in operation at the moment of the evaluation visit.

How do they plan the marketing process of this beautiful place? (...) Well, the idea is that they say that we should look for an operator, either one of those that already exist in the department, then, to start moving, to look for someone who can advertise or look for clients. So, they say that we are waiting for this, whether we are looking for an operator or we start moving through the network. -Interview

Creating collaborative networks of tourism services can improve the project's sustainability.

Because they say that it would be good to create a network with Puerto Asis, with Villagarzon and work this way so that our visitors would have the opportunity to make several tours, not only to visit Valle del Guamuez or only Puerto Asis so that it could be like a network (...) Yes. And in all the organizations, we show something different, that is, in this network that could be created, we are the only ones that show the whole cocoa process. So, all of them reveal something different, they offer other products; so, with them, we have decided to form a tourism

network at the departmental level, because we have already had conversations with the mayor's office, we are also going to create a network, but at the local level. -Interview

ECOTOURISM AND COMMUNICATION ACTIVITIES WERE NOT CONSTRUCTED IN LA HORMIGA CORRIDOR. In the municipality of Valle del Guamuez, the program implemented a communications strategy called "Awaken Your Spirit," which sought to recover the identity and sense of the value of Putumayo inhabitants. A mural was created in the urban centers of La Hormiga, El Tigre, and El Placer (see social mapping). Videos were also made of places with potential ecotourism, such as the Rio de las Garzas, which are available on digital platforms and seek to change the territory's image. The cacao ecotourism route was not in operation when the communications strategy was developed. The program could take advantage of the communications collective installed capacity to promote the cacao route.



Exhibit 37: Awaken your Spirit mural campaign, La Hormiga.

SOURCE: MEL FIELD VISIT

LESSONS LEARNED

- The connection between traditional and non-traditional economies generates a value capture mechanism. The cocoa route ecotourism project has created a value capture process that links ecological protection and restoration aspects, new income sources from ecotourism, recognition and conservation of the municipality's fauna (bird and primate watching), and a tour of the entire cocoa production chain as a cultural and tourist attraction. It is worth noting that the program has generated roots and new identity sources in a region stigmatized by the armed conflict and illicit crops.
- The involvement of young people has strengthened producers' associations and facilitated the generational transition. The cocoa production, post-harvest internship program, and marketing promote the active participation of young people from the village in the producers' association, achieving recognition and generating knowledge transfer from other regions. Young people training in ecotourism projects open new job opportunities, promoting conservation and ecological restoration of the territory.

5. SUMMARY OF ACTIVITIES: FISHING OPPORTUNITIES IN MONTELIBANO AND DEVELOPMENT OF FISH FARMS IN THE PUERTO LIBERTADOR REGION.

RATIONALE FOR ACTIVITIES ASSOCIATED WITH FISH FARMING AND AQUACULTURE.

CDLO has promoted activities in the fish farming and aquaculture value chain because there are essential water resources in the Córdoba Department, specifically the farmers' vocation and experience in this value chain. There is also a particular organizational strength in the municipalities of Montelibano and Puerto Libertador. This value chain also represents an alternative to the fishing sector and generates employment and income, and the value chain's offer only covers 30% of the national demand. Finally, there were opportunities to strengthen technical and organizational capacities.

ACTIVITIES DEVELOPED IN CORDOBA: Between 2019 and 2020, CDLO supported the implementation of the activities Fishing for Opportunities and Regional Fish Farming Development in the municipalities of Montelibano and Puerto Libertador, respectively. The purpose of these activities was to improve the fish farming value chain quality, productivity, and competitiveness through the socio-entrepreneurial strengthening of eight CBOs in the territories of: Tierradentro Fish and Agricultural Producers Association (ASPROPISAT), ASUMUCPT, ASOCAMDETI, ASOPROATI, ASVIDASTI from Montelibano and Southern Cordoba, Ecological Agricultural and Livestock Producers Association (AGROECOSURCO), Juan Jose Alto San Jorge Association of Farmers, Producers and Innovators (ACOMPIS), and South Cordoba Farmers' Association (ASCSUCOR) from Puerto Libertador. The project benefited the families of 81 producers in Montelibano and 61 in Puerto Libertador. 52 young people were trained in fish farming entrepreneurship under an agreement with SENA.

CDLO's intervention focused on strengthening and consolidating the value chain by developing technology transfer models and improving technical, productive, organizational, and commercial capacities. It also sought to promote commercialization dynamics through public-private partnerships.

Specifically, the actions implemented in the activities were aimed at strengthening the CBOs in internal organizational aspects and administrative management. They also made efforts to improve the production process, such as the farm registrations management, relevant sanitary registrations, food handling, implementation, and improvement of the cold chain and evisceration instruments.

ACTORS INVOLVED IN THE ACTIVITIES: Different actors were involved in developing the activities, which were designed and coordinated to contribute to the achievement of the expected results. This included both national and local entities, as listed below.

National entities: The Territorial Renewal Agency (ART, by its acronym in Spanish) was involved in the activity through a PDET initiative associated with the fish farming chain. SENA, through the SER Rural entrepreneurship program, provided technical training in entrepreneurship and certified technical training in fish farming production. In coordination with the Government of Cordoba, the National Aquaculture and Fishing Authority contributed to the production chain revitalization in research, financial education, banking, credit management, interest rates, and organic inputs, which contributed to the formalization of production units.

Local entities: The mayor's offices of Montelibano and Puerto Libertador provided technical assistance, improved productive infrastructure, and delivered inputs and food. It also contributed to the regional dissemination of the fish farming chain. The Government of Cordoba coordinated with the National

Aquaculture and Fisheries Authority in all of its activities. The Universidad de Cordoba implemented a technological package to improve productivity and product quality. ACUICOOP and El Gaitero Fish farming, as commercial partners, implemented rural extension, provided seed, transferred letters of credit, and purchased 20 tons of cachama per month.

THE ACTIVITIES RESULTS: The activities had relevant results for different aspects of CDLO, such as capacity building; provision of goods, services, and infrastructure; and generating alliances, among others.

- **Capacities:** Two CBOs, ASPROPISAT and AGROECOSURCO, significantly improved internal administrative, financial, and accounting management, and began developing a business plan that emphasizes commercial and productive components. Productive practices were adopted with respect to biometrics, feeding tables, water quality, oxygenation systems, production cycle planning, and technical crop management. Family and production records were also prepared for the fish farmers.
- **Training:** 52 young people were trained by SENA as fish farming technicians.
- **Production infrastructure:** A cold storage center was installed in each corridor where activities were carried out, each provided handling instruments with a three tons capacity. Through the delivery of equipment and instruments, CDLO supported the creation and operation of an ACUICOOP regional point of sale, a CBO that provides institutional management for the business, credit for working capital, and technical assistance services, for which it is certified by EPSEA.
- **Formalization:** The productive units of three organizations were made formal, and the process was initiated for other units in coordination with AUNAP.
- **Financing:** A revolving fund of 13 million pesos was established, and the producers invested 85 million pesos of their resources as working capital. Likewise, 34 individual credits for capital working resources of up to 300 million were arranged with Banco Agrario, the Cosecha Program, and Venta a la Fija.
- **Production:** In the two municipalities, production increased from 1.8 tons per month to 7.9 tons per month.
- **Sales and income:** CBOs' sales increased; ASPROPISAT, for example, had sales of 28 million in 2018 and 68 million in 2019. ACUICOOP, which had no sales in 2018, sold 81 million in 2019. Twenty five percent of producers increased their income from 190,000 to 371,000, 40 percent increased from 190,000 to 250,000, and 35 percent remained the same.
- **Alliances and promotional spaces:** Three commercial partnerships were established between ACUICOOP and the CBOs ASPROPISAT, AGROECOSURCO, and ASCADECRIM. The associations of the two municipalities formed the Southern Cordoba Fish Farming Network REPSANJOR. Promotional opportunities were developed for the chain, such as the Roundtable with AUNAP, the first Fish Farming Business Roundtable, and the Let's Talk about Fish Farming Symposium.

ANNEX III: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS MATRIX

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
<p>Q1: How have the socio-economic, institutional, and political context in CDLO's areas affected the critical assumptions, performance, and effectiveness of the formulated activities?</p>	<p>F.1.1. The CDLO-targeted territories have high levels of poverty and violence, as well as the presence of armed groups and illicit crops.</p> <p>F.1.2. The security conditions of CDLO-targeted territories affected the operation of the activity, particularly concerning ease of entering the territory, scheduling interventions, and self-protection actions.</p> <p>F.1.3. CDLO operates mostly in areas of the corridors that have a lower presence of illicit crop cultivation, which has helped generate clusters of licit economies.</p> <p>F.1.4. Communities have mostly positive expectations regarding the effects of the peace agreement, and this has helped shape the definition of CDLO activities.</p> <p>F.1.5. Despite the implementation of the PDETs, CDLO-targeted territories continue to be less accessible to public goods and services (including the internet) and exhibit lower institutional capacity than non-CDLO-targeted municipalities of the same region. This affects the establishment, results, and sustainability of CDLO activities.</p> <p>F.1.6. CDLO's interactions with local actors to understand the territory and leverage previous knowledge and experiences allows for the design of activities aligned to the needs and nuanced context of the territory.</p> <p>F.1.7. The effects of the COVID-19 pandemic have impacted the implementation of CDLO, requiring the design of new initiatives and the adaptation of others, which resulted in delays. The pandemic has also had a negative impact on market conditions, potentially jeopardizing the results of some of the interventions.</p>	<p>C.1.1. The differing context in CDLO municipalities, particularly the high rates of poverty and violence, the presence of armed groups, and the presence of illicit economies, determine the targeting, implementation, and results of CDLO activities, meaning that clusters of licit economies have been successfully created in areas with a lower presence of illicit crops cultivation (Findings 1, 2, and 3).</p> <p>C.1.2. Even though CDLO municipalities often overlap with areas targeted for GoC development activities under Colombia's 2016 Peace Agreement, the limitations of infrastructure and provision of basic services, as well as the low institutional capacity across CDLO municipalities, affected the results of the Activity (Findings 4 and 5).</p> <p>C.1.3. CDLO has been successful in adjusting the design and operation of the Activity to the characteristics of the territories, leveraging previous knowledge and experiences and adapting to changing contexts, as seen during the COVID-19 pandemic (Findings 6 and 7).</p>	<p>R.1.1. Continue working to generate clusters of licit economies in the territories most affected by poverty and violence. (Conclusion 1.1).</p> <p>R.1.2. Publish a document systematizing the Activity's targeting process, including how strategic corridors, municipalities, and CBOs were selected; what was learned from this process; and recommendations for future similar activities. (Conclusions 1.2 and 1.3).</p> <p>R.1.3. Manage alliances with the public and private sectors and with international development agencies to identify and articulate strategies to increase the access of CBOs and communities to Information and Communications Technology and strengthen their digital skills. (Conclusion 1.2).</p> <p>R.1.4. Analyze and systematize elements of contingency plans that allow CDLO to respond quickly and effectively to future challenges that may arise, including strikes, pandemics, and climatic events, among other events that may limit mobility, communication, and the performance of economic and social activities in a territory. (Conclusion 1.3).</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
<p>Q2: What capacity-building effects are seen in community groups and producer organizations that benefited from CDLO's activities?</p>	<p>F.2.1. CDLO strengthened JACs' managerial capacities for the efficient implementation of infrastructure initiatives, including strengthening human, physical, financial resource management, and contracting formality.</p> <p>F.2.2. While JACs reported that they have the capacity to continue executing infrastructure initiatives, fewer than half have done this.</p> <p>F.2.3. CDLO has strengthened the technical and organizational capacities of producer CBOs in the creation and consolidation of businesses. CDLO has been able to achieve this through accompaniment and training and by incorporating commercial partnerships with private sector partners.</p> <p>F.2.4. CDLO strengthened the commercial capacities of producer CBOs, in part by working with private sector partners through commercial partnerships. However, not all producer CBOs reported current commercial agreements or increases in sales.</p> <p>F.2.5. CDLO has built other CBOs' capacities to support and complement territorial development, including by strengthening their planning processes and diversifying their activities. However, challenges remain for CBOs to continue offering their services beyond CDLO.</p> <p>F.2.6. Youth internship and training programs have been successful in strengthening the capacities of young people and enabling organizations to benefit from these strengthened capacities, promoting generational change.</p> <p>F.2.7. CDLO has built capacities and fostered leadership renewal in CBOs; however, challenges remain, including improving management and increasing female and youth leadership.</p> <p>F.2.8. Despite progress in generating associative capacities, challenges remain, including low trust and poor perception of collective work capacities.</p>	<p>C.2.1. CDLO has strengthened the internal capacity of CBOs, demonstrating the relevance of its strengthening strategy, which is based on the direct participation of CBOs in the design and implementation of territorial development activities. In particular, JACs have gained the capacity to manage resources in executing infrastructure projects efficiently. Producer CBOs have worked on designing and implementing organizational and productive strategies to respond to market demands. Other CBOs have assumed a more active role in territorial development within their mission and vision framework. In addition, the strategy has strengthened young people's capacities, and these youth have transferred capacity gains to their organizations. However, despite this progress, there is still a need to continue building the capacity (including technical capacity building) of CBOs in CDLO territories (Findings F.2.1, F.2.2, F.2.3, and F.2.6).</p> <p>C.2.2. Regarding the commercial aspect, CDLO has strengthened CBOs' capacity to identify and build commercial partnerships with local and regional private sector actors. However, many organizations do not have current commercial partnerships, nor do they report increases in annual sales (Findings F.2.4 and F.2.5).</p> <p>C.2.3. While CDLO has strengthened CBOs' organizational capacity and reinforced the social fabric, challenges persist in strengthening trust, building willingness to work as a team, enabling conflict resolution, and encouraging leadership renewal (Findings F.2.7 and F.2.8).</p> <p>C.2.4. CBO capacity-building processes promote a culture of legality and formality in CDLO corridors, and CDLO should continue pursuing and improving these processes. (Finding F.2.9).</p>	<p>R.2.1. Publish and disseminate a document systematizing the lessons learned from CDLO's practical support model for CBOs, identifying good practices and generating recommendations for future support carried out by CDLO and/or other programs (Conclusion 2.1).</p> <p>R.2.2. Continue strengthening the support, accompaniment, and follow-up to commercialization activities of producer CBOs to deepen and scale commercialization results by working jointly with private actors (Conclusion 2.2).</p> <p>R.2.3. Strengthen, as part of the integral support provided to CBOs, the accompaniment and training provided to CBOs in terms of conflict resolution, trust, teamwork, and possible leadership renewal (Conclusion 2.3).</p> <p>R.2.4. Publish and disseminate a document systematizing the design, implementation, and lessons learned from the training, internship, and exchange strategies targeting rural youth developed by CDLO (Conclusion 2.1).</p> <p>R.2.5. Design and implement internal and external communication strategies to specifically highlight the relevance and benefits of being part of the culture of legality in CDLO territories (Conclusion 2.4).</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
<p>Q3: Has CDLO's intervention been efficient and effective in creating a local environment conducive to a licit economy in the targeted regions?</p>	<p>F.2.9. In terms of capacity building, CDLO contributes to generating capacity for a culture of legality and formality among CBOs, an aspect that could be addressed more directly in the implementation of the activity.</p>	<p>C.3.1. By supporting producer CBOs, CDLO has contributed to the generation of added value and the strengthening of economic activities in CDLO territories, especially regarding non-traditional economic activities (Findings F.3.3, F.3.4, and F.3.5).</p> <p>C.3.2. In addition to the direct CDLO investments to strengthen productive activities and the provision of productive assets, the Activity has successfully supported the construction and improvement of infrastructure, which also has positively impacted the context for the development of local economic activities (Findings F.3.1, F.3.2, and F.3.6).</p> <p>C.3.3. CBO members have positive perceptions of local economic conditions. CBOs recognize CDLO's economic contributions, and more than two-thirds of the CBOs report that the organization's income, as a whole, increased. However, several organizations still do not generate income, demonstrating the challenges faced in strengthening the economic activities of the organizations (Findings F.3.7, F.3.8, and F.3.9).</p> <p>C.3.4. The evaluation identified support that environmental assistance could be integrated into CDLO financed activities even though environmental assistance is not part of CDLO's current intervention model, including support to access technical assistance and sources of financing and strengthening related to environmentally sustainable development. Including these aspects in future programs could improve the scope and sustainability of supported economic activities (Findings F.3.10 and F.3.11).</p>	<p>R.3.1. Design and implement actions to expand the effective and extensive use of productive and social infrastructure and productive assets provided with CDLO support, generating sustained positive impacts in the local economy (Conclusions 3.1 and 3.2).</p> <p>R.3.2. Continue combining actions to diversify the economy and support the production and commercialization of sustainable products that are part of traditional economies in future CDLO support or future programs implemented in the territories (Conclusion 3.1).</p> <p>R.3.3. Strengthen the actions carried out to guarantee the sustainability of the support granted by CDLO to CBOs, depending on the type of organization and productive activity, with special emphasis on achieving complementarity in the access of CBOs to other programs. This will ensure that the support provided by CDLO acts as part of an integrated but finite intervention model while contributing to the indicators of leveraged resources by the program. (Conclusion 3.3).</p> <p>R.3.4. Design and implement a strategy to support CBOs in identifying and managing alternative financing necessary to continue or scale their productive activities (Conclusions 3.3 and 3.4).</p> <p>R.3.5. Carry out actions to facilitate and support the access of producer CBOs to technical assistance, including through the public Agricultural Extension Subsystem (SEA), as well as other local market actors offering the service. By doing so, the capacity-building processes supported by the CDLO will be complemented by access to technical assistance that enhances the productive and commercial capacities of organizations (Conclusion 3.4).</p> <p>R.3.6. Analyze approaches and actions to support green and environmentally sustainable products worth incorporating into the CDLO support model for</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
	<p>F.3.9. CBOs reported progress in income generation, although a large number of CBOs still do not generate income or profits.</p> <p>F.3.10. Challenges to improving the scope and sustainability of production, commercialization, and profit generation remain. These include access to technical assistance, technology, machinery, and financing. Although the latter is not part of CDLO’s model, CBOs identified the need for this additional service. The challenges identified by CBOs vary according to their degree of economic maturity.</p> <p>F.3.11. The productive activities supported by CDLO are in line with the productive vocations of the territories, and the majority of CBOs carry out environmental control activities. Although support for economic activities with a focus on environmental sustainability has not been at the core of CDLO, opportunities may exist to enhance local economic conditions.</p> <p>F.3.12. There are limitations to the information accessed by CDLO regarding changes in the variables of CBOs’ economic activity (e.g., quantities produced, revenues, costs, profits).</p>	<p>C.3.5. CDLO complies with USAID’s environmental area requirements and Colombian environmental regulations. However, the intervention model does not include specific actions related to environmental practices, which some CBOs have developed independently. These practices could be supported as a mechanism to strengthen the added value and compliance with standards that some markets may demand, which are worth incorporating because of their potential benefit to organizations (Finding F.3.11).</p> <p>C.3.6. Opportunities may exist to improve the quantity and quality of information on the economic performance of CBOs to identify changes related to CDLO support (Finding F.3.12).</p>	<p>producer CBOs, seeking to expand business opportunities that contribute to local, sustainable development (Conclusions 3.4 and 3.5).</p> <p>R.3.7. Design and implement a strategy to deepen the quantitative and aggregated analysis of economic performance data of the producer CBOs supported by CDLO (Conclusion 3.6).</p>
<p>Q4: How effective has the Activity’s model to provide goods and services reached its results?</p>	<p>F.4.1. CDLO has contributed to improving the provision and quality of road infrastructure.</p> <p>F.4.2. The model of execution of projects through JACs has been successful, even generating surpluses that were reinvested in the communities.</p> <p>F.4.3. CDLO has contributed to improving the provision and quality of local productive infrastructure, contributing in turn to the improvement of the economic environment. However, the effective use of the infrastructure could be expanded.</p> <p>F.4.4. CDLO has contributed to improving the provision and quality of social infrastructure in the intervention territories.</p>	<p>C.4.1. CDLO’s infrastructure creates direct mobility benefits by reducing transportation times and costs and improving the economic environment (Findings F.4.1 and F.4.3).</p> <p>C.4.2. Through road improvements and the provision of utilities in schools and community centers, CDLO contributes indirectly to increasing access to basic services. However, low access rates still require coordinated actions that are beyond the scope of the Activity (Findings F.4.4 and F.4.5).</p> <p>C.4.3. JACs are efficient in managing the available resources (including schedule, budget, and labor) when executing CDLO infrastructure projects, which demonstrates that efficient execution enables the generation of surpluses to finance new projects and wins them the necessary internal and external</p>	<p>R.4.1. Design and implement a strategy to further document and promote the infrastructure projects execution model with JACs, taking advantage of the capacity generated and the possibilities of replication as a strategy to enhance local development as input for USAID Colombia (Conclusions 4.1, 4.2, 4.3, 4.4. and 4.5.).</p> <p>R.4.2. Analyze the scope, reach, and pertinence of including indicators such as CDLO-04-C (Percentage increase in the number of citizens with access to public services provided by municipalities supported by CDLO) and CDLO-14-O (Percentage change in the school dropout rate) in future USAID programs, recognizing that these types of indicators respond to aggregate municipal effects that can exceed the operating capacity of a specific activity (Conclusion 4.6).</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
	<p>F.4.5. CDLO has indirectly contributed to improving access to basic services.</p> <p>F.4.6. The projects to improve the provision and quality of public goods and services financed by CDLO are in line with local needs and, in most cases, have met expectations.</p> <p>F.4.7. CDLO and governments are recognized in the communities as the main actors supporting infrastructure maintenance.</p> <p>F.4.8. The infrastructure projects financed by the activity benefit CBO communities as well as neighboring communities.</p> <p>F.4.9. Most CBOs participate in the design, execution, and follow-up of infrastructure projects. Their participation has been diverse.</p> <p>F.4.10. The successful use of resources has allowed JACs to gain internal and external legitimacy, which could facilitate procurement for future projects.</p> <p>F.4.11. CDLO has been able to connect to and leverage budgetary resources from other sources for infrastructure projects, although coordination between local governments and JACs regarding the execution of infrastructure projects has been limited.</p> <p>F.4.12. Despite CDLO's contributions, challenges to improving the provision of rural goods and services remain. These challenges should be addressed jointly with relevant actors.</p>	<p>legitimacy to carry them out. However, few JACs have carried out other projects (Findings F.4.2 and F.4.10).</p> <p>C.4.4. CDLO's goods and services provision projects respond to the needs of CBOs and communities. Governments and the CDLO Activity are recognized as the leading actors supporting infrastructure maintenance, benefiting targeted communities and communities in neighboring areas (Findings F.4.6, F.4.7, and F.4.8).</p> <p>C.4.5. CBOs participate in different stages of infrastructure projects, achieving efficient execution and gaining legitimacy. The above also helps CBOs to continue to serve as executors of future projects (Findings F.4.9 and F.4.10).</p> <p>C.4.6. Despite the successful completion of projects, and even though CDLO has coordinated with and leveraged budgetary resources from different sources, there are still challenges to improving the provision of goods and services in the targeted territories, although these go beyond the scope of the activity (Findings F.4.11 and F.4.12).</p>	
<p>Q5: How effective have the multilevel dialogue mechanisms fostered community participation and increased the impact on territorial socio-economic development decisions?</p>	<p>F.5.1. Through the development of infrastructure projects with CBOs, CDLO has been able to start building the trust required to engage in multilevel dialogue.</p> <p>F.5.2. CDLO has successfully created networks that connect CBOs and contribute to building clusters of licit economies in the corridors.</p> <p>F.5.3. CDLO promotes interaction between producer CBOs engaged in traditional and non-traditional economic activities.</p>	<p>C.5.1. Building on the trust generated by economic and infrastructure projects, the multilevel dialogue mechanism has constructed and strengthened interdependence networks between CBOs. Through these networks, licit economies have flourished in communities where, in the past, armed conflict affected relationships and communication between actors (Findings F.5.1 and F.5.2).</p> <p>C.5.2. Horizontal linkages facilitated by CDLO between traditional and non-traditional</p>	<p>R.5.1. Systematize and disseminate the multilevel dialogue strategy implemented by CDLO, promoting its replication by other USAID activities and other actors, thus articulating more voices for territorial development (Conclusion 5.1, 5.2, and 5.3).</p> <p>R.5.2. Expand the scale of the existing multilevel dialogue strategy also to generate horizontal dialogue and coordination between CBOs, including between those supported by CDLO and other USAID activities, both at the local level and across regions, as a means to scale up dialogue, horizontal transfer of knowledge,</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
	<p>F.5.4. CDLO promotes interaction between producer CBOs (from traditional and non-traditional economic activities) and other CBOs, such as those engaged in communication activities.</p> <p>F.5.5. CBOs report improved capacities interacting with the public and private sectors as a result of CDLO support, although this confidence is still under construction.</p> <p>F.5.6. The majority of CBOs interact with public actors in participatory spaces around public policies.</p> <p>F.5.7. CDLO has generated opportunities to strengthen the relationship between CBOs and the public and private sectors.</p> <p>F.5.8. The communication activities supported by CDLO are successful in creating new meanings for local identity and culture, as well as making known and amplifying the messages derived from the multilevel dialogues.</p>	<p>economy CBOs have created interrelationships and values based on the territory's potential and its different actors (Findings F.5.3 and F.5.4).</p> <p>C.5.3. CDLO has successfully built capacity, opportunities, and trust that allow CBOs to communicate and strengthen relationships with the public and private sectors; most CBOs already interact predominantly with public stakeholders (Findings F.5.5, F.5.6, and F.5.7).</p> <p>C.5.4. Communication strategies (e.g., mural painting, music, radio) have redefined the collective identity of municipalities stigmatized by drug trafficking and armed conflict, generating a sense of belonging, pride, and self-worth. However, there is additional space to continue supporting and increasing the scope of these strategies (Finding F.5.8).</p>	<p>and the form and consolidate networks throughout different territories (Conclusion 5.1, 5.2, and 5.3).</p> <p>R.5.3. Design and implement a strategy to deepen and expand the scope of the content created by the communication groups supported by CDLO as a mechanism to disseminate the approaches and achievements of the territorial projects supported by the Activity (Conclusion 5.4).</p>
<p>Q6: How effective has CDLO's contribution been to the regional development strategy devised and implemented by the government of Colombia through different planning initiatives?</p>	<p>F.6.1. CDLO has contributed to the design and implementation of policies and projects; for example, it has supported local authorities in presenting PDET projects or connecting and complementing investments.</p> <p>F.6.2. Some achievements were evident in the connection and coordination between CDLO and government entities (ART, SENA) and with other international development programs. Coordination between CDLO's activities and the municipalities occurred in some processes in their initial phase, but there is no evidence of sustained joint work throughout the Activity's implementation.</p> <p>F.6.3. CDLO has supported the participation of CBOs in local participation processes.</p> <p>F.6.4. To date, there is little evidence of direct contributions by the Activity to adjust public policy processes; for example, extensively systematizing and disseminating participatory methodologies, good practice guides, or</p>	<p>C.6.1. CDLO has promoted the participation of CBOs in formal spaces for local participation and planning and has supported coordination processes with territorial and national government entities. However, there is an opportunity to further strengthen joint work for constituting and implementing territorial development initiatives (Findings F.6.1, F.6.2, and F.6.3).</p> <p>C.6.2. CDLO methodologies recognized as valuable by different actors have not yet been systematized or transferred to other actors who were not initially part of the Activity. There is an opportunity to share this knowledge and replicate CDLO activities in other programs and government policies (Finding F.6.4).</p>	<p>R.6.1. Strengthen the coordination between USAID programs implemented in the CDLO territories to advance possible integration efforts that allow supporting the territories and communities under a differential intervention approach responding to specific needs. (Conclusions 6.1 and 6.2).</p> <p>R.6.2. Strengthen the coordination strategy between USAID, other development agencies, NGOs, and public actors that operate in a territory, so that the initiatives carried out by each are known and coordinated. This seeks to minimize duplication of efforts between different actors and achieve a more coordinated process that leverages and integrates resources and activities to increase development interventions and access to goods and services (Conclusions 6.1 and 6.2).</p> <p>R.6.3. Design a strategy to strengthen the participation of CBOs in the territorial planning processes, including within the framework of the Territorial Planning Councils, for exercises related to the PND 2022-2026</p>

TABLE 9. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

EVALUATION QUESTIONS	FINDINGS	CONCLUSIONS	RECOMMENDATIONS
	<p>brochures of systematized successful interventions of the program to other actors could increase the possibilities of scaling up and replicating CDLO models in other types of programs.</p>		<p>and local institutional strengthening processes (Conclusion 6.1).</p> <p>R.6.4. Consider the feasibility of CDLO acting as an external technical adviser in participatory processes, including those of the PDETs. Recognize the relevance of participatory spaces in leveraging and defining investments that can contribute to closing gaps in access to goods and services and in strengthening clusters of licit economies in the territories prioritized by the Activity (Conclusion 6.1 and 6.2).</p> <p>R.6.5. Strengthen and expand the development of communication sessions on the results and lessons learned from CDLO operations with local governments, national government agencies, other development agencies, union organizations, and other relevant actors promoting territorial development (Conclusion 6.2).</p>

SOURCE: EVALUATION TEAM

ANNEX IV: DETAILED METHODOLOGY

INTRODUCTION

This Annex reflects the methodology the evaluation team implemented to respond to evaluation questions. The Annex is structured in six sections. The first section contains the conceptual framework used to design and implement the evaluation. The second section presents the design matrix, a methodological tool that establishes the evaluation's structure and content by linking the evaluation questions to the evaluation's categories, variables, and indicators; the sources of information; the instruments that were applied; and the methods of analysis used to answer each question. The third section specifies the two types of elements used to develop the evaluation: 1) the common elements to all the evaluation questions, which are used systematically to address each of the evaluation questions and 2) the specific elements that the evaluation team applied to some of the questions according to their characteristics and the objectives of the analysis. The fourth and fifth sections detail the qualitative and quantitative methodologies, methods and techniques used in the evaluation. The sixth section details the spatial approach. The evaluation team used this method to analyze and triangulate the qualitative and quantitative data.

METHODOLOGICAL APPROACH

The point of departure to carry out the mid-term evaluation was the analytical assumption that CDLO achievements can be understood and analyzed as the sum of the results of the activities carried out in the intervention geographic corridors. Within this framework, the evaluation team used the Territorial Competitiveness Model (based on the local endogenous potential) as the first conceptual axis to better understand the processes. Capacities generated at the territorial level that drive development through elements, including a shared vision of the territory, improved governance capacity through the strengthening of territorial⁸⁸ and relational capital, the non-monetary valuation of local resources, and innovation⁸⁹ are part of the model.

Alongside the use of this analytical and methodological approach, the CDLO Activity aims to maximize synergies between its four central components through economic activities that help promote economic environments that produce positive, sustainable externalities. Our analysis sought to glean insights into opportunities in innovative environments related to optimization processes focused on increasing trust among diverse actors, reducing transaction costs, and increasing economic, social, and environmental sustainability.⁹⁰

According to the Territorial Competitiveness Model and the Innovative Environments approach, economic, environmental, and social value increases when agents at different levels coordinate and cooperate through formal and informal alliances aimed at economic and societal progress through multi-level collective actions.⁹¹ This approach allows for a holistic understanding of the cultural, social, political,

⁸⁸ Trujillo, Erazo, Loaiza, 2018, La sostenibilidad del capital territorial: propuesta metodológica para su análisis y valoración.

⁸⁹ Canzanelli, G. 2003, Competitividad Territorial, inclusión social, instrumentos para el desarrollo económico local.

⁹⁰ Canzanelli, G. 2004, Valorización del potencial endógeno, competitividad territorial y lucha contra la pobreza.

⁹¹ Porter, M. and Kramer, M. 2011, Creating shared value. Harvard Business Review.

and economic dynamics of environments. In this way, social, political, and economic actors are encouraged to build relationships to optimize value chains at the territorial level (See Exhibit 38).

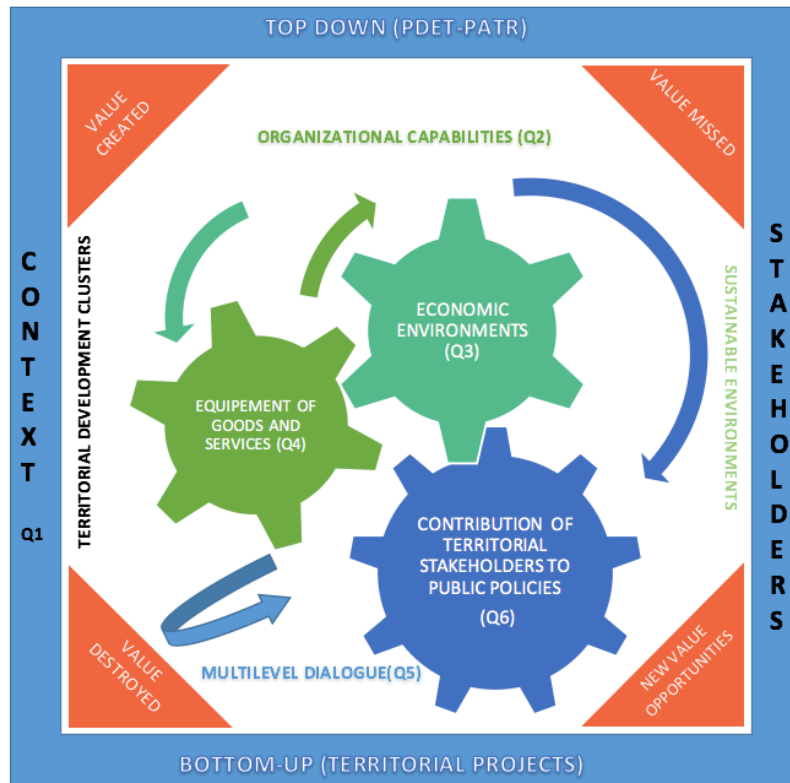


Exhibit 38. Territorial sustainable development analysis
SOURCE: ANALYTICAL TOOL DEVELOPED BY THE EVALUATION TEAM

The evaluation focused on strategically analyzing relationships between actors at the local, regional, and national levels that are part of the intervention strategy proposed by the CDLO Activity. The evaluation team used quantitative and qualitative instruments of its own design and implemented the qualitative instruments. An external firm implemented the quantitative instruments.

The evaluation team used the Value Mapping tool to analyze opportunities to promote the sustainability of territorial development and define strategies to optimize territorial competitiveness. By using this analytical tool, it was possible to define territorial dynamics and opportunities for improvement in a heterogeneous set of ecosystems (contexts/corridors). The proposed analysis was the result of the definition of both positive and negative perceptions, as well as possible bottlenecks and windows of opportunity in the community. Public and private strategies focused on socio-economic development.⁹²

EVALUATION DESIGN MATRIX

The Evaluation Design Matrix is a methodological tool that allows for a logical and systematic analysis of CDLO Activity components and indicators by linking the questions from the scope of work (SOW) with

⁹² Bocken, N. and Short, S (2015) Value mapping for sustainable business thinking. Brinkmann, S. y Kvale, S. (2018). Doing interviews. London: Sage Publications.

data sources, methods, and data analysis. The tool further facilitates analysis by connecting the evaluation questions to the analysis categories and indicators. The matrix includes columns for detailing the sources of information and the actors from whom the information was obtained, in addition to the instruments for quantitative and qualitative data collection. Finally, the matrix reflects the scope of the evaluation.

The evaluation team prepared the matrix based on the of the SOW (Annex VII). Below are the key questions that guided the evaluation process, as well as the evaluation design matrix and an overview of the mixed methods techniques used to establish the performance of CDLO Activity, including three methodological components (quantitative, qualitative, and spatial) that are described in detail in the following sections.

TABLE 10. EVALUATION MATRIX - QUESTION 1: HOW HAVE THE SOCIO-ECONOMIC, INSTITUTIONAL AND POLITICAL CONTEXT IN CDLO'S AREAS AFFECTED THE CRITICAL ASSUMPTIONS, PERFORMANCE AND EFFECTIVENESS OF THE FORMULATED ACTIVITIES?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNOGRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCES	
Social Coexistence and Conflict	Public Safety	Perception of Citizen Security			X	X	X			X	X	
		Murders									X	
		Interpersonal Violence										X
	Violence Associated with Post-Peace Agreement	Presence of Illegal Armed Groups										X
		Extortion										X
		Confrontations / Terrorist Acts										X
		Recruitment of Minors										X
		Forced Displacement										X
		Massacres										X
Threats and Murders of Social Leaders										X		
Illicit Rural Economies	Illicit Crops and Drugs	Illicit Crops		ACT-CDLO-C01							X	
		Drug-Processing									X	
		Drug Trade										X
	Illegal Mining	Gold Mining									X	
	Other Illegal Economies	Sexual Exploitation										X
		Human Trafficking										X
Political-Institutional Context	Institutional Offer Associated with the Peace Agreement	National Government					X	X	X	X	X	
		Territorial Government		ACT-CDLO-C04			X		X	X		
		International Cooperation					X	X	X	X		
	Participation in Elections										X	

TABLE 10. EVALUATION MATRIX - QUESTION 1: HOW HAVE THE SOCIO-ECONOMIC, INSTITUTIONAL AND POLITICAL CONTEXT IN CDLO'S AREAS AFFECTED THE CRITICAL ASSUMPTIONS, PERFORMANCE AND EFFECTIVENESS OF THE FORMULATED ACTIVITIES?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNOGRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCES	
	Political Participation	Public Policy Preferences and Expectations					X			X		
Socio-Economic Context	Characterization of CDLO agents	Glass-root Members of the Organizations	CDLO-01-C			X						
		Executives and Leaders of the Organizations			X							
		Local Community Organizations (Social, JACs, Producers)			X							
		Private (commercial partners)					X	X	X	X		
	Effects on COVID-19 on the Territory	Morbidity										X
		Illegality and Conflict									X	
		Economic and Social					X				X	
CDLO Operation						X			X	X		
Poverty	Multidimensional Poverty	ACT-CDLO-C02										

SOURCE: EVALUATION TEAM

/1 Quantitative Instruments

/2 Qualitative Instruments

TABLE 11. EVALUATION MATRIX - QUESTION 2: WHAT ARE THE CAPACITY-BUILDING EFFECTS SEEN IN COMMUNITY GROUPS AND PRODUCER ORGANIZATIONS BENEFITED BY CDLO'S ACTIVITIES?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNOGRAPHIC TOURSY ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE	
Capacity Building	Management Capacities of Local Community Organizations	Government	CDLO-11-O	X								
		Administrative		X								
		Planning		X								
		Human Resources		X								
				X								
		Financial Management		X								
	Social and Community Management Capacities	Skills for Associativity					X	X	X	X	X	
		Conflict Management					X			X	X	
		Interpersonal Trust-Building					X			X	X	
		Shared values and visions of territorial development					X			X	X	
	CDLO strategies and instruments for capacity building	Participants Selection					X				X	
		Methodology					X				X	
		Scope					X				X	
		Achievements					X				X	

SOURCE: EVALUATION TEAM

/1 Quantitative Instruments

/ 2 Qualitative Instruments

TABLE 12. EVALUATION MATRIX - QUESTION 3: HAS CDLO'S INTERVENTION BEEN EFFICIENT AND EFFECTIVE IN CREATING A LOCAL ENVIRONMENT CONDUCTIVE TO A LICIT ECONOMY IN THE TARGETED REGIONS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE
Community Economic Dynamization	Development of productive infrastructure to support the legal economy	Infrastructure of public goods for community use (tertiary roads/roads, internet, etc.)	CDLO-05-C CDLO-12-O	X	X	X	X	X		X	
		Productive infrastructure (irrigation/drainage, machinery banks, recollection, storage, means of transportation)									
	Development of social public infrastructure to support the legal economy	Social public infrastructure: education, health, culture, recreation and sports.		X	X	X	X	X		X	
	Support Services Strengthening	Technical Services	CDLO-15-O	X	X	X		X	X	X	
		Financial Services		X	X	X					X
		Commercial Services		X	X	X			X	X	
Linkages to Markets	Identification of new economic opportunities					X		X	X	X	
	Linkages between producers, companies, and markets (establishment or strengthening).		X	X	X					X	
	Public-private partnerships with producer organizations and local companies.	CDLO-08-C CDLO-13-O	X	X	X					X	
Utilization of economic opportunities	Diversification of productive activities	New productive activities of traditional and non-traditional economy.	CDLO-06-C	X	X	X				X	
	Innovation Processes	Benefits of innovation on the performance of economic activities		X	X	X		X	X	X	
	Assessment of local assets	Adding value to existing processes		X	X	X	X			X	

TABLE 12. EVALUATION MATRIX - QUESTION 3: HAS CDLO'S INTERVENTION BEEN EFFICIENT AND EFFECTIVE IN CREATING A LOCAL ENVIRONMENT CONDUCTIVE TO A LICIT ECONOMY IN THE TARGETED REGIONS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE	
		New creative ventures (e.g. orange economy, economía naranja).		X	X	X	X		X	X		
Sustainability of the intervention	Economic - Financial	Barriers to expanding sales and income.		X	X						X	
		Private resources leveraged from CDLO investments	CDLO-07-C									X
		Innovative characteristics of newly formed business partnerships					X		X	X	X	
	Prospects for opening new local and international markets					X				X		
	Social	Culture of legality				X		X	X	X		
	Environmental	Use, assessment and replenishment of natural resources		X		X	X	X	X	X		

/1 Quantitative Instruments

/ 2 Qualitative Instruments

SOURCE: EVALUATION TEAM

TABLE 13. EVALUATION MATRIX - QUESTION 4: HOW EFFECTIVE HAS THE ACTIVITY'S MODEL TO PROVIDE GOODS AND SERVICES BEEN IN REACHING ITS RESULTS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE
Provision of social goods and services of a public nature	Access/ Coverage	Services built/expanded/improved: -Residential (aqueduct, sewerage, energy, internet). -Public (health, basic and vocational education).	CDLO-04-C CDLO-19-M	X	X	X	X	X	X	X	

TABLE 13. EVALUATION MATRIX - QUESTION 4: HOW EFFECTIVE HAS THE ACTIVITY'S MODEL TO PROVIDE GOODS AND SERVICES BEEN IN REACHING ITS RESULTS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE
	Functionality and quality of the intervened services	Service operation		X	X		X	X		X	
		Quality of good and services	CDLO-I4-O	X	X		X	X		X	
Communities' involvement in the provision of goods and services	Communities' experiences in the provision of goods and services	Communities' roles in the provision of goods and services	CDLO-03-C	X		X		X		X	
		Benefits and achievements		X	X					X	
		Bottlenecks and organizational challenges		X						X	
	Coordination with the institutional framework	Coordination among community organizations		X		X				X	
		Coordination between community organizations and national/territorial governments		X		X	X			X	

/1 Quantitative Instruments

/2 Qualitative Instruments

SOURCE: EVALUATION TEAM

TABLE 14. EVALUATION MATRIX - QUESTION 5 HOW EFFECTIVE HAVE THE MULTILEVEL DIALOGUE MECHANISMS BEEN TO FOSTER COMMUNITY PARTICIPATION AND INCREASE THE IMPACT IN TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT DECISIONS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW
Changes in multi-stakeholder articulation levels	Relation of communities with stakeholders	National and local public sector		X		X	X			X
		Private sector								
		Academy								
		Development cooperation agencies								
Communication strategies for territorial development	Local media and territorial development	Processes related to positive messages.	CDLO-09-C			X	X	X	X	X
		Construction and transmission of information of public interest associated with the peace process.	CDLO-10-C			X		X	X	X
	Citizen participation and political control	Public information and accountability of local governments				X			X	X
		Scope and use of information by the local population				X				X
		Promotion/consolidation of permanent mechanisms for response and feedback to community requests and petitions.							X	X
Effects of Multi-level dialogue on decisions regarding the approach and strategies of territorial socioeconomic development	New leadership	Empowerment of local leaders and organizations	CDLO-02-C	X		X			X	X
	Multi-level coordination (community, public sector, private sector)	Participation/ concertation processes in municipal/ departmental planning	CDLO-16-O	X		X				X
		Community initiatives implemented at territorial level	CDLO-18-M	X		X	X			X
		Creation of new local and regional organizations networks			X		X	X		X

TABLE 14. EVALUATION MATRIX - QUESTION 5 HOW EFFECTIVE HAVE THE MULTILEVEL DIALOGUE MECHANISMS BEEN TO FOSTER COMMUNITY PARTICIPATION AND INCREASE THE IMPACT IN TERRITORIAL SOCIO-ECONOMIC DEVELOPMENT DECISIONS?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW
Changes in multi-stakeholder articulation levels	Relation of communities with stakeholders	National and local public sector		X		X	X			X
		Private sector								
		Academy								
		Development cooperation agencies								

SOURCE: EVALUATION TEAM

/1 Quantitative Instruments

/ 2 Qualitative Instruments

TABLE 15. EVALUATION MATRIX - QUESTION 6: HOW EFFECTIVE HAS CDLO'S CONTRIBUTION BEEN TO THE REGIONAL DEVELOPMENT STRATEGY DEVISED AND IMPLEMENTED BY THE GOVERNMENT OF COLOMBIA THROUGH DIFFERENT PLANNING INITIATIVES?

CATEGORY	SUB-CATEGORY	VARIABLE	CDLO INDICATORS	SURVEY OF DIRECTORS ¹	SURVEY OF MEMEBERS ¹	FOCAL GROUP ²	SOCIAL MAPPING ²	ETHNO-GRAPHIC TOURS ²	CASE STUDY ²	SEMI-STRUCTURED INTERVIEW	SECONDARY SOURCE
Planning of territorial development strategies	Contribution to the DESIGN of strategies of the National or Territorial Governments.	Contribution of CDLO in diagnostic processes, formulation of plans, programs and/or territorial development projects, at national, departmental and/or municipal level.								X	
Implementation of territorial development strategies	Contribution to the EXECUTION of National or Territorial Government strategies	Complementary investments/co-financing leveraging GOC (the Government of Colombia) or territorial government investments	CDLO-07-C	X							
				Complementarity of CDLO-funded activities (projects) with GOC or territorial government interventions.						X	
Planning of territorial development strategies	CDLO's contribution to the PUBLIC POLICY of territorial development			Conceptual						X	
				Methodological						X	
				Operational						X	
				Educational			X			X	

SOURCE: EVALUATION TEAM

/ 1 Quantitative Instruments

/ 2 Qualitative Instruments

APPROACH TO THE EVALUATION QUESTIONS

The evaluation team structured the methodological approach to answer the evaluation questions based on two types of elements, as shown in Table 16: i) elements common to all the evaluation questions, i.e. those that we systematically used to address each of the evaluation questions; and ii) specific elements that we applied to some of the questions depending on their characteristics and the purposes of the analysis.

TABLE 16. METHODOLOGIES APPLIED TO THE EVALUATION QUESTIONS

COMMON ELEMENTS	TYPE	QUESTION	SPECIFIC ELEMENTS	TYPE
Coding of information	Qualitative	2	Composite Index	Quantitative
Analysis of thematic and territorial reports			Multiple regression	
Preparation of analytical matrix		3	Multiple regression	Quantitative
Analysis of four case studies			Interpretive phenomenological analysis	Qualitative
Descriptive analysis of information from surveys of directors and members; secondary sources; and Mission indicators.	Quantitative	4	Interpretive phenomenological analysis	Qualitative
Social Mapping	Geographical	5	Network Analysis	Quantitative

SOURCE: EVALUATION TEAM

We present below the methodological approach the team used to answer each of the evaluation questions. We detail the qualitative and quantitative methodologies, methods, and techniques we used in this Annex, in sections Qualitative and Quantitative methodologies.

EVALUATION QUESTION 1 asks about the factors of the territorial context impacting the effectiveness of the CDLO activities, as the socio-economic, institutional, and political context can affect the implementation of the plans initially defined between the Activity and its local partners. This is particularly relevant because CDLO has been implemented in geographic corridors where the Peace Agreement between the Government of Colombia (GOC) and the FARC-EP is implemented. The corridors are also characterized by low levels of institutional performance, a high presence of illegal armed groups, changes in political-administrative dynamics (territorial governance), and a high incidence of informal and illegal economies. The impacts of the COVID-19 pandemic on the actions carried out in 2020 and 2021 are highly relevant for future decisions by USAID and the IP.

a. Sources of information: We included the data of CLDO provided by the implementer.⁹³ Concurrently, we obtained the data identified in the evaluation matrix from secondary sources, open data and requests to government entities and private organizations. This data was filtered to ensure consistency. Table 17 shows the sources consulted for this question. Following this, the evaluation team analyzed the data from the surveys of CBO members and directors.⁹⁴

⁹³ Details of the sources reviewed can be found in Annex VI. Data Sources, CDLO Documentation and Databases section.

⁹⁴ See Annex V. Instruments and Annex IV. Detailed Methodology for design and operational elements.

TABLE 17. SOURCES OF SECONDARY INFORMATION 2018 – 2020

VARIABLES	INDICATORS	SOURCE
Murders	Rate x1000 inhabitants (inhab.)	Ministry of Defense
Interpersonal Violence	Common injuries Rate x1000 inhab.	
Presence of Illegal Armed Groups	Identification of present illegal armed groups	Indepaz
Extortion	Rate x1000 inhab.	Ministry of Defense
Confrontations / Terrorist Acts	Terrorist acts -Rate x1000 inhab.	
	Subversive actions- -Rate x1000 inhab.	
Recruitment of Minors	Rate x1000 inhab.	UARIV-PM
Forced Displacement	Rate x1000 inhab.	
Massacres	Rate x1000 inhab.	Ministry of Defense
Number of assassinations of social leaders and human rights defenders	Rate x1000 inhab.	Indepaz
Illicit Crops	Coca cultivation area -Hectare	SIMCI
	Eradicated area (by hand)- Hectare	Ministry of Defense
Drug-Processing	Infrastructure seizures recorded	
	Cocaine seizures registered -kilogram-	
	Quantity of seized liquid inputs	
	Quantity of seized solid inputs	
Total seizures-Operational Results of Law Enforcement	Vehicles	
	Vessels	
	Aircraft	
Gold Mining	Intervention Mines	
Sexual Exploitation	Terrorist acts -Rate x1000 inhab.	
Human Trafficking	Rate x1000 inhab.	PONAL
COVID Morbidity	Infection- Rate x1000 inhab.	INS
	Deaths -Rate x1000 inhab.	
Multidimensional Poverty	Multidimensional Poverty Measurement, 2018 Census (total).	DANE
Territorial Government	Municipal Performance Measurement (total)	DNP
	Municipal Performance Measurement (management)	

TABLE 17. SOURCES OF SECONDARY INFORMATION 2018 – 2020

VARIABLES	INDICATORS	SOURCE
	Municipal Performance Measurement (results)	
	Change of mayor "traditional party" (2015-2019 elections)	RNEC

SOURCE: EVALUATION TEAM

b. Indicators and Estimates: Using the survey data, the evaluation team calculated indicators and descriptive statistics for all variables. The following variables were very important for answering this question: presence of illicit crops, illegal groups, and illegal mining; socioeconomic and infrastructure conditions of the municipalities; perception of illicit economic activities and security conditions; participation of CBOs in other territorial development programs; and impact of the pandemic on the municipality. Additionally, based on administrative data, the team compared CDLO municipalities and other municipalities from the same department on indicators related to security conditions, the existence of illegal activities, and government actions.⁹⁵

c. Analysis: These quantitative estimates and analyses were complemented with qualitative data the team collected, including interviews and focus groups, which were used to prepare a specific report for this evaluation question. Additionally, the team used a geographic approach to prepare maps for visualizing information on: i) the presence of illicit crops, ii) the type of activity, iii) CDLO program actions, iv) educational level, and iv) internet coverage, among other variables, allowing us to enrich the analysis.

EVALUATION QUESTION 2 provided an opportunity to identify and assess CDLO's results in strengthening the social and economic capacities of CBOs. One part of this analysis looks at the strategies and instruments implemented by CDLO in its process of interaction and relationship building with organizations with varying abilities, objectives, and contexts. Other key elements of the analysis are related to skills and strategies for administrative management, conflict management, strategic planning, strengthening leadership, and relationship building with the public and private sectors.

a. Sources of Information: The data was collected through interviews, focus groups, surveys of CBO members and directors, and data provided by CDLO (Mission-Monitor) based on the evaluation matrix. We also used information from the Organizational Performance Index (OPI), provided by CLDO, which "measures the integral performance of organizations" in four dimensions: effectiveness, efficiency, relevance and sustainability.⁹⁶

b. Indicators and Estimates: The evaluation team developed a CBO Capacity Building Index. This is a composite index that considers components associated with five capacities: governance, administration, planning, physical and human capital, and financial. The Index takes values between 0 and 100. The structure of the Index is detailed in Table 18. In the Quantitative Methodology Section, we detailed the description of the methodology we used for the composite index.

⁹⁵ Details on the estimate types we used can be found in the Quantitative Methodology Section (See page 108).

⁹⁶ Each of these dimensions consists of two variables: effectiveness (results and organizational states), efficiency (service delivery and outreach), relevance (focus population and learning) and sustainability (resources and social capital). The variables are measured according to their performance level (in whole numbers from 1 to 4 with 1 being low),

TABLE 18. CAPACITY BUILDING INDEX

DIMENSION	# INDICATORS	WEIGHT	SCORE
Governance	Does it have a Board of Directors?	20%	3: Yes 1: No
	Does it have basic profiles?		3: All 2: Some 1: One
	Directors meet at least once a year and minutes are recorded		3: Yes, and minutes are recorded 2: Yes, but minutes are not recorded 1: No
	A general meeting is held at least once a year, and minutes are recorded.		3: Yes, and minutes are recorded 2: Yes, but minutes are not recorded 1: No meetings are held
Administrative	Is it registered with the Chamber of Commerce?	20%	3: Yes 1: No
	Does it have legal status?		3: Yes 1: No
	Does it have a procedure for the acquisition of goods or services?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have inventories or control systems of its property, goods, assets or fixed resources?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
Planning	Has it defined and socialized organizational principles: mission, vision and values?	20%	3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Has it defined and socialized the Action Plan?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Has it carried out long-term planning exercises?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond

TABLE 18. CAPACITY BUILDING INDEX

DIMENSION	# INDICATORS	WEIGHT	SCORE
			1: No or Does Not Know/Does Not Respond
	Has it carried out design and implementation exercises for new lines of business or services?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
Physical and Human Capital	Does it have at least one physical asset?	20%	3: Yes, and there has been changes since 2018 2: Yes, and there has been no change since 2018 1: No
	Does it have specific duties for management, administrative or operational personnel?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have specific duties for the organization's associates who do not have managerial, administrative or operational positions?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have a policy for the election and retention of directors and associates?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
Financial	Does it prepare regular balance sheet reports?	20%	3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have a budget?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have a fundraising strategy or plan in place?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have a business plan?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago

TABLE 18. CAPACITY BUILDING INDEX

DIMENSION	# INDICATORS	WEIGHT	SCORE
			2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Does it have a systematized accounting system?		3: Yes, and it updated it less than a year ago, or between 1 and 3 years ago 2: Yes, and it updated it more than 3 years ago, or Does Not Know/Does Not Respond 1: No or Does Not Know/Does Not Respond
	Most of its income comes from its own revenues		3: Most of its income comes from members or associates and from the sale of products or services 2: Most of its income comes from members or associates, from the sale of products or services and from credit management 1: Most of its income comes from contributions from public entities, CDLO, and other private or cooperating entities

SOURCE: EVALUATION TEAM, BASED ON CBI LITERATURE

c. *Analysis:* As a complement of the Capacity Building Index analysis, the evaluation team used descriptive statistics on topics including the leadership of CDLO beneficiaries' members (indicator code CDLO-02-C); CBO members participation in CDLO activities; the importance given by CBOs to strengthening activities; existing trust among members; challenges faced by the organizations; members' perceptions of their representatives; and CDLO actions to strengthen the organizations. Additionally, the evaluation included an analysis of qualitative interview data using the thematic report prepared for this evaluation question, and the evaluation team developed regression models to identify the association of capacity building with variables such as participation in infrastructure projects, economic activities, and the probability of reaching agreements for the commercialization of products. Tables 19 and 20 show the results of these regressions.

TABLE 19. REGRESSIONS FOR THE CAPACITY BUILDING INDEX -CBI-

LABELS	VARIABLES	CBI ¹	GOV ²	ADM ³	PLA ⁴	PHYHUM ⁵	FIN ⁶
Capacity building of the organization's internal capabilities	Q215_1 = 1, Yes	-1.501 (2.834)	1.926 (2.898)	-5.779 (3.582)	-3.213 (4.119)	-0.213 (4.215)	1.380 (3.466)
Capacity building of economic activities	Q215_2 = 1, Yes	4.335 (2.667)	4.021* (2.139)	7.296** (3.657)	0.818 (3.935)	1.831 (3.872)	5.463 (3.543)
Infrastructure management	Q215_3 = 1, Yes	5.974* (3.098)	4.224 (2.565)	3.864 (4.179)	3.354 (4.207)	7.995* (4.227)	7.008* (4.007)
Multi-level Dialogue	Q215_45 = 1	3.187 (3.068)	-1.402 (2.716)	3.972 (4.031)	6.283 (4.080)	2.263 (4.700)	2.077 (3.870)
Government	Q431_gov = 1	-2.680 (2.671)	-1.578 (2.433)	-1.306 (3.350)	-1.222 (3.935)	-7.105* (4.074)	-0.575 (3.303)

TABLE 19. REGRESSIONS FOR THE CAPACITY BUILDING INDEX -CBI-

LABELS	VARIABLES	CBI ¹	GOV ²	ADM ³	PLA ⁴	PHYHUM ⁵	FIN ⁶
Other organizations and boards	Q431_othboa	-4.673 (2.936)	-1.897 (2.922)	-6.145* (3.703)	0.708 (4.311)	-5.017 (4.589)	-7.982** (3.707)
Private sector	Q431_priv	0.872 (3.371)	-0.928 (3.465)	3.904 (4.341)	4.936 (4.568)	-2.058 (5.051)	-2.379 (4.394)
Cooperative Sector	Q431_coop	6.256** (2.927)	3.277 (2.706)	3.496 (3.797)	5.828 (4.558)	9.381** (4.210)	5.426 (3.917)
CDLO	Q431_cdlo	6.682** (3.286)	6.362** (3.202)	9.904** (4.205)	11.93** (4.701)	0.529 (4.764)	1.268 (3.831)
Type of organization – Other	I Type = 2, Other	15.20** (4.649)	-1.435 (4.947)	11.75** (5.626)	29.50** (6.967)	8.475 (6.640)	15.94** (5.506)
Type of organization - Producer/commercial companies	I Type = 3 Producer/commercial	11.42** (3.912)	2.691 (3.826)	16.84** (4.479)	15.46** (6.577)	-2.265 (5.627)	16.49** (5.110)
Age of the organization	age_org	0.136 (0.102)	0.250** (0.0859)	0.153 (0.121)	-0.0185 (0.158)	-0.0396 (0.154)	0.295** (0.122)
Percentage of active members	% Active/Total	0.0940 (0.0662)	0.115 (0.0748)	0.147* (0.0832)	0.0116 (0.0859)	0.0509 (0.0923)	0.104 (0.0801)
Size of the organization (Number of members)	Q206_1	0.0349** (0.0141)	0.0200* (0.0105)	0.0637** (0.0119)	0.0237 (0.0192)	0.0333 (0.0218)	0.0127 (0.0129)
Percentage of female members	Q207_2	0.0409 (0.0697)	0.0344 (0.0695)	0.0726 (0.0990)	-0.00235 (0.0855)	0.0266 (0.0921)	0.0510 (0.0784)
Percentage of members with ethnic identity	% Added ethnic affiliation	-0.0406 (0.0316)	-0.0953** (0.0289)	-0.00660 (0.0409)	-0.0194 (0.0426)	0.0133 (0.0467)	-0.0885** (0.0378)
Percentage of young members	Q209	-0.0139* (0.00832)	-0.0322** (0.00833)	0.0326** (0.0142)	-0.0243* (0.0126)	-0.0387** (0.0136)	-0.00450 (0.0100)
REGION = 1, NORTH	REGION = 1, NORTH	8.468** (3.704)	4.797* (2.650)	10.53** (4.282)	12.31* (6.441)	7.309 (5.451)	2.248 (5.760)
REGION = 3, SOUTH	REGION = 3, SOUTH	-7.418** (3.546)	-3.897 (3.188)	-11.66** (4.634)	-3.610 (4.736)	-13.41** (5.086)	0.0720 (3.729)
Intercept	Constant	33.61** (7.899)	66.84** (9.359)	27.31** (9.796)	33.22** (11.17)	53.08** (11.15)	29.10** (9.593)
	Observations	238	238	238	238	238	238

TABLE 19. REGRESSIONS FOR THE CAPACITY BUILDING INDEX -CBI-

LABELS	VARIABLES	CBI ¹	GOV ²	ADM ³	PLA ⁴	PHYHUM ⁵	FIN ⁶
	R-squared	0.244	0.258	0.256	0.237	0.116	0.165
Note: Those who did not receive support are excluded(Q431)		Robust standard errors in parentheses			*** p<0.01, ** p<0.05, * p<0.1		
SOURCE: EVALUATION TEAM							
¹ CBI: Capacity Building Index		⁴ PLA: Planning Capacity					
² GOV: Governance Capacity		⁵ PHYHUM: Physical and Human Capital Capacity					
³ ADM: Management Capacity		⁶ FIN: Financial Capacity					

TABLE 20. REGRESSION FOR CBO ECONOMIC AGREEMENTS

LABEL	VARIABLES	# ECONOMIC AGREEMENTS TOTAL
Capacity building of the organization's internal capabilities	Q215_1 = 1, Yes	0.449*** (0.116)
Capacity building of economic activities	Q215_2 = 1, Yes	1.238 (0.517)
Infrastructure management	Q215_3 = 1, Yes	2.687** (1.068)
Multi-level Dialogue	Q215_45	0.558 (0.272)
# Types of support received (1, 4 or 5)	# Types of support received (1, 4 or 5)	1.687 (0.568)
Government	Received government support for 508:1,4 or 5	1.176 (0.417)
Other organizations and boards	Received support from Boards/Other CBOs for 508:1,4 or 5	1.170 (0.453)
Private sector	Received support from private sector for 508:1,4 or 5	1.294 (0.403)
Cooperative Sector	Received support from cooperative sector for 508:1,4 or 5	0.961 (0.344)
CDLO	Received support from CDLO for 508:1,4 or 5	1.004 (0.487)
Type of organization - Other	I Type = 2, Other	5.703 (8.515)
Type of organization - Producer/commercial companies	I Type = 3 Producer/commercial	5.701 (8.712)
Age of the organization	Age org	0.999

TABLE 20. REGRESSION FOR CBO ECONOMIC AGREEMENTS

LABEL	VARIABLES	# ECONOMIC AGREEMENTS TOTAL
		(0.0388)
Percentage of active members	% Active/Total	0.996 (0.00682)
Size of the organization (Number of members)	Q206_1	1.001 (0.00139)
Percentage of female members	Q207_2	1.004 (0.00574)
Percentage of members with ethnic identity	% Added ethnic affiliation	0.989** (0.00426)
Percentage of young members	Q209	1.011** (0.00531)
Main Activity -NonTraditionalEco	main_clustered2 = 2, econNOtradcreat	2.540** (0.996)
Main Activity -InfrastructureEco	main_clustered2 = 3, infraeco	0.872 (0.651)
REGION = 1, NORTH	REGION = 1, NORTH	1.529 (0.731)
REGION = 3, SOUTH	REGION = 3, SOUTH	0.858 (0.360)
Intercept	Constant	0.0914 (0.146)
	Observations	106
Robust standard errors in parentheses	*** p<0.01, ** p<0.05, * p<0.1	

SOURCE: EVALUATION TEAM

EVALUATION QUESTION 3 was designed to examine the impact that the CDLO Activity has had on the creation or strengthening of legal economic ecosystems. CDLO supports initiatives in traditional and non-traditional economies to encourage legal economic processes that contribute to local economic growth through interactions between various social and economic actors. Within this framework, elements such as the diversification of productive activities, innovation in processes and products, valuation of local assets, and increased access to new markets for local products are key.

a. Sources of Information and Quantitative Analysis: The quantitative analysis was supported by descriptive statistics of survey variables such as: productive activities; CBO members and income generation; perception of the economic situation; and support received. CDLO provided data on sales activities and

commercial partnerships. As a complement of this analysis, the evaluation team used regression models to find variables associated with the capacity building of economic activities using CBOs establishment of economic agreements as a proxy variable. Table 21 and 22 show the results of these regressions.

b. Sources of Information and Qualitative Analysis: The qualitative analysis included the use of the thematic and territorial reports of the coding of the focus group-interviews, the analytical report for this question and the cooccurrence and word cloud matrices (these instruments of visualization and analysis are detailed in Qualitative Methodology Section below).

TABLE 21. REGRESSION FOR ECONOMIC AGREEMENTS BETWEEN CBOS

LABEL	VARIABLES	# COMMUNITY BASE
Capacity building of the organization's internal capabilities	Q215_1 = 1, Yes	4.432** (3.156)
Capacity building of economic activities	Q215_2 = 1, Yes	0.153* (0.158)
Infrastructure management	Q215_3 = 1, Yes	3.273** (1.064)
Multi-level Dialogue	Q215_45	0.389** (0.109)
# Types of support received (1, 4 or 5)	# Types of support received (1, 4 or 5)	0.839 (0.311)
Government	Received government support for 508:1,4 or 5	0.280 (0.349)
Other organizations and boards	Received support from Boards/Other-CBOs for 508:1,4 or 5	0.406 (0.225)
Private sector	Received support from private sector for 508:1,4 or 5	0.836 (0.207)
Cooperative Sector	Received support from cooperative sector for 508:1,4 or 5	0.411 (0.262)
CDLO	Received support from CDLO for 508:1,4 or 5	0.829 (0.367)
Type of organization – Other	I Type = 2, Other	0.0203* (0.0457)
Type of organization - Producer/commercial companies	I Type = 3 Producer/commercial	0.0685* (0.0993)
Age of the organization	Age org	0.867**

TABLE 21. REGRESSION FOR ECONOMIC AGREEMENTS BETWEEN CBOS

LABEL	VARIABLES	# COMMUNITY BASE
		(0.0463)
Percentage of active members	% Active/Total	0.999 (0.00614)
Size of the organization (Number of members)	Q206_1	1.003* (0.00192)
Percentage of female members	Q207_2	1.048* (0.0272)
Percentage of members with ethnic identity	% Added ethnic affiliation	0.969** (0.00774)
Percentage of young members	Q209	1.011 (0.0104)
Main Activity -NonTraditionalEco	Main_clustered = 2, NonTradEco	1.353 (0.513)
Main Activity -InfrastructureEco	main_clustered2 = 4, infraeco	0.561* (0.189)
REGION = 1, NORTH	REGION = 1, NORTH	64.73** (107.5)
REGION = 3, SOUTH	REGION = 3, SOUTH	0.834 (0.807)
Intercept	Constant	98.77** (145.8)
	Observations	26
Robust standard errors in parentheses	*** p<0.01, ** p<0.05, * p<0.1	

SOURCE: EVALUATION TEAM

TABLE 22. REGRESSION FOR CBO ECONOMIC AGREEMENTS

LABEL	VARIABLES	# ECONOMIC AGREEMENTS TOTAL
Capacity building of the organization's internal capabilities	Q215_1 = 1, Yes	0.912 (0.221)
Capacity building of economic activities	Q215_2 = 1, Yes	0.876 (0.341)
Infrastructure management	Q215_3 = 1, Yes	1.377

TABLE 22. REGRESSION FOR CBO ECONOMIC AGREEMENTS

LABEL	VARIABLES	# ECONOMIC AGREEMENTS TOTAL
		(0.578)
Multi-level Dialogue	Q215_45	0.449** (0.165)
Economic agreements with private companies	Q510_1_recode	3.756** (1.477)
Economic agreements with public entities	Q510_2_recode	1.921 (1.207)
Economic agreements with other community-based organizations	Q510_3_recode	3.161** (0.917)
# Types of support received (1, 4 or 5)	# Types of support received (1, 4 or 5)	1.977** (0.491)
Government	Received government support for 508:1,4 or 5	1.368 (0.503)
Other organizations and boards	Received support from Boards/Other-CBOs for 508:1,4 or 5	1.006 (0.386)
Private sector	Received support from the private sector for 508:1,4 or 5	1.377 (0.446)
Cooperative Sector	Received support from cooperative sector for 508:1,4 or 5	0.555* (0.195)
CDLO	Received support from CDLO for 508:1,4 or 5	1.044 (0.364)
Type of organization – Other	1 Type = 2, Other	3.042 (3.003)
Type of organization - Producer/commercial companies	1 Type = 3 Producer/commercial	2.249 (2.201)
Age of the organization	age_org	1.011 (0.0264)
Percentage of active members	% Active/Total	0.995 (0.00755)
Size of the organization (Number of members)	Q206_1	1.000 (0.00116)
Percentage of female members	Q207_2	1.010* (0.00554)
Percentage of members with ethnic identity	% Added ethnic affiliation	0.990** (0.00385)
Percentage of young members	Q209	1.004 (0.00551)
Main Activity -NonTraditionalEco	Main_clustered = 2, NonTradEco	2.688** (1.307)

TABLE 22. REGRESSION FOR CBO ECONOMIC AGREEMENTS

LABEL	VARIABLES	# ECONOMIC AGREEMENTS TOTAL
Main Activity -InfrastructureEco	main_clustered2 = 4, infraeco	0.307* (0.213)
REGION = 1, NORTH	REGION = 1, NORTH	1.927* (0.741)
REGION = 3, SOUTH	REGION = 3, SOUTH	1.024 (0.386)
Intercept	Constant	0.0355** (0.0492)
	Observations	106
Robust standard errors in parentheses	*** p<0.01, ** p<0.05, * p<0.1	

SOURCE: EVALUATION TEAM

EVALUATION QUESTION 4 provides a guide to analyze the effectiveness of the CDLO model for the provision of public and social goods and services. To answer this evaluation question, the evaluation team analyzed the extent to which the CDLO Activity contributed to expanding coverage and increasing access to services, as well as communities' participation in planning and executing community public works developed in coordination with local governments and national agencies. For this analysis, it was important to seek out the opinions of communities and leaders who have participated in these processes. These local actors were consulted through interviews, focus groups, social mapping, and ethnographic tours.

a. Sources of Information and Qualitative Analysis: The evaluation team developed spatial analysis, using cartography that helped to identify: i) the presence of illicit crops, ii) type of activity, and iii) actions implemented by CDLO. To understand CBO members' and directors' perceptions regarding priority challenges for economic development, word clouds were also generated.

b. Sources of Information and Quantitative Analysis: The quantitative component included descriptive statistics of CDLO indicators and surveys such as: percentage of resources invested by type of infrastructure and financing actor; coverage of infrastructure investments across municipalities; access to public services (CDLO-04-C); CDLO participation in the improvement of these services; participation of CBOs in infrastructure projects; leverage and mobilization of resources from CDLO activities; and reduction in travel times. Within the social mapping, the latter was compared with the beneficiaries' perceptions. We developed maps identifying the relationship between the reduction in travel times and access to market, and connection points.

EVALUATION QUESTION 5 highlights CDLO's efforts to promote coordinated work between a broad set of actors focused on territorial development, specifically inquiring about the effectiveness of multi-level dialogue mechanisms in promoting participation and community influence in public decision-making. To address this question, the evaluation team analyzed processes related to communications strategies for development, citizen participation and accountability, empowerment, and new leadership,

as well as the generation and improvement of collective action networks focused on territorial development. The Activity considers the amount of coordination and cooperation between social, public, and private actors to be a determining factor in the scope and windows of opportunity of multi-level dialogues.

a. Sources of Information and Qualitative Analysis: With these categories and variables in mind, the evaluation team analyzed and triangulated data from different sources, using several methodologies. This analysis used mainly qualitative research methods, especially participatory workshops with local community organizations with which CDLO has worked, and interviews with diverse actors.

b. Maps and Networks Analysis: With the triangulation of this data, the evaluation team prepared maps of municipalities where CDLO operates to visualize the type of activities carried out; the density of coca cultivation, and the concentration of CDLO actions. These maps, together with a network analysis (which showed the relationship between CBOs and the thematic report prepared for this question), enabled the evaluation team to characterize the multi-level dialogue that CDLO promoted. The Quantitative Methodology section details the methodology we used for the construction of the networks. The Spatial Analysis section shows the instruments we used to produce maps.

c. Sources of Information and Quantitative Analysis: We applied quantitative techniques, mainly descriptive statistics, using the variables from the surveys such as: perception of CBOs' capacities to interact with the private sector, CBOs' level of trust in institutions, and participation in dialogue spaces for the development of the municipality, among others.

EVALUATION QUESTION 6 seeks to establish the effectiveness of CDLO's contribution to public policy implementation processes at the territorial level. For this, the evaluation team revised the Activity's specific contribution to GOC public policy related to the planning, design, and implementation of territorial development strategies, particularly their execution in the geographic corridors where CDLO interacts with government programs such as PDET, PATR, PNIS, and PISDA.

a. Sources of Information and Analysis: With these categories and variables in mind, the evaluation team analyzed and integrated data from different sources, applying several methodologies. To address this question from a qualitative approach, we used co-occurrence matrices, the analytical report of the question along with the thematic and territorial reports resulting from the coding process, which included information from interviews and focus groups. The quantitative component used descriptive statistics of variables including the participation of CBOs in PDET or ART processes, and in discussion forums for the development of the municipality.

QUALITATIVE METHODOLOGY

This qualitative approach covers all CDLO stakeholders, whereas the quantitative approach only focuses on the direct beneficiaries (CBOs). This multi-actor framework for the qualitative approach of this evaluation allowed us to analyze the value that CDLO generates for different stakeholders (value mapping), with insights into the ways in which different actors perceive, interpret, and assess CDLO Activity.

GENERAL CONSIDERATIONS

Qualitative methods comprise a wide spectrum of research approaches and techniques from the social sciences: ethnography, in-depth interviews, focus groups, life stories, and case studies among others.⁹⁷ The common denominator linking these diverse approaches is a search for explanations arising from the ways that people perceive their social reality. Qualitative methods are used to investigate the meanings and shared codes that subjects use to explain and understand their reality, the relationships they hold between themselves, their practices, and the institutions that surround them.⁹⁸

Qualitative research methods are based on the experiences and meanings of specific men and women, with one characteristic consistently emphasized: the importance of context. This emphasis is based on the recognition that all individuals and institutions are situated in a particular historical, social, and cultural context. Qualitative methods have four fundamental characteristics that should always be considered:⁹⁹

- Recognition of the importance of diversity (as a plurality of contexts and perspectives)
- Recognition of the importance of the context and human actions
- Respect for the participant (insofar as their narrative is important) and
- Change of the researcher-participant relationship

Accordingly, the answers that result from qualitative research are interpretations of reality. Under an analytical methodology based on interpretive phenomenology, such an approach is hermeneutic,¹⁰⁰ which means that it starts from a socially constructed context to give reasons for and respond to the why of people's actions, symbols, and behaviors.¹⁰¹

Qualitative research methods and instruments are a starting point to address a wide range of topics and research problems. Similarly, they allow for flexibility in the research process, as the research questions can be adapted to the information needs and characteristics of the reality that the researchers seek to document. Additionally, qualitative instruments may be combined or used to complement and expand the scope of quantitative research, since qualitative data can often be used to explain quantitative results.¹⁰²

DATA COLLECTION INSTRUMENTS

Considering the purposes of this evaluation, as well as the above information on the nature and characteristics of qualitative methods, the evaluation team designed four instruments to collect accurate data about the ways in which different actors perceive, interpret, and evaluate CDLO Activity. Thus, the evaluation team was interested in identifying the opinions, stories, and meanings that people in different roles in the Activity construct around the main topics of interest of this evaluation. In this section we

⁹⁷ Flick, U. (2018 a). *Designing qualitative research*. London: Sage.

⁹⁸ Geertz, C. (1980). *La interpretación de las culturas*. Barcelona: Gedisa and Geertz, C. (1984). *Conocimiento local*. Barcelona: Paidós.

⁹⁹ Taylor, J. y Bogdan, R. (1998). *Introducción a los métodos cualitativos de investigación*. Barcelona: Paidós.

¹⁰⁰ Fuster Guillen, D. E. (2019). *Investigación cualitativa: Método fenomenológico hermenéutico*. Propósitos y representaciones, 7(1), 201-229.

¹⁰¹ Corbin, J. y Strauss, A. (2012). *Bases de la investigación cualitativa*. Medellín: Editorial Universidad de Antioquia.

¹⁰² Flick, U. (2018 b). *Doing triangulation and mixed methods*. London: Sage.

describe the purpose and scope of each technique and Annex V, Qualitative Component Instruments Section shows the instruments we developed for four of them.

1. FOCUS GROUPS are a technique is used for a series of selected participants discuss topics or social facts to gather information based on different points of view and opinions regarding the subject of research. To ensure a wide spectrum of perspectives and points of view, participants were carefully selected according to the relationship they have had with CDLO Activity.¹⁰³ Focus groups had participants from different CBOs, in the interest of drawing on individual understanding and experience to derive a common knowledge about the Activity, as well as its impact on the population and geographic corridor.

2. SOCIAL CARTOGRAPHY is a qualitative geographic instrument used to collectively construct a representation of a territory, its population, and the activities that take place within.¹⁰⁴ For this evaluation, the social cartography was conducted after the focus group interview. Participants were divided into groups according to the activity linking them to CDLO: infrastructure projects, producer associations, and cultural and communications collectives. After being given a map of the geographic corridor, each group used visual elements to depict the activities that have been carried out and their variation over time. By the end of the activity, each group presented and explained their map.

3. SEMI – STRUCTURED INTERVIEWS are a method that seeks to understand the meaning of the main themes of the evaluation through qualitative knowledge expressed in common language and through words, not numbers. While a semi-structured interview does not aim to quantify knowledge, it does focus on answering research questions as accurately as possible, at the same time leaving space for new issues that were not initially considered to emerge. Participants in these interviews were encouraged to describe as accurately as possible their experience in the CDLO Activity, depending on their role: public officials, CBOs directors linked to traditional and non-traditional economic activities, JACs involved in infrastructure projects, beneficiaries in communication for development initiatives, commercial partners, and territorial links of CDLO Activity.

4. ETHNOGRAPHIC TOURS: Based on the information collected from the focus groups and social cartography, an ethnographic tour route through the region was integrated to the qualitative data and the spatial analysis methodology.¹⁰⁵ To observe the progress of the CDLO Activity in the field, the evaluation team conducted ethnographic interviews as a component of the interviews with CBO directors or representatives.

QUALITATIVE DATA ANALYSIS

The methodological approach to analyzing qualitative data began with generating an initial proposal for categorization according to the interpretive phenomenological analysis.¹⁰⁶ Once the data was collected and transcribed, it was registered in the initial categories along with new categories that emerged from the empirical material or complement the initial categories. Once all categories were organized in this

¹⁰³ Krueger, R. (1998 a) Moderating focus groups. Thousand Oaks: Sage Publications and Krueger, R. (1998b) Involving community members in focus groups. Thousand Oaks: Sage Publications.

¹⁰⁴ Banks, M. (2018) Using visual data in qualitative research. London: Sage Publications.

¹⁰⁵ Coffey, A. (2018). London: Sage Publications; Banks, M. (2018) Using visual data in qualitative research. London: Sage Publications and Spradley, J (1980) Participant observation. Long Grove, IL: Waveland Publications.

¹⁰⁶ Gibbs, G. (2018) Analyzing qualitative data. Londres: Sage.

deductive-inductive iterated process, the empirical material (interviews, focus groups, ethnographies, and case studies) was encoded using NVivo Release 12 software. The analytical lines were then created, and the results were interpreted.¹⁰⁷

A brief description of the main steps is shown as follows:

I. CODING is part of the overall analysis process, but it is separated from the analysis itself. Proper coding makes the data handling process more efficient; information search faster and more organized; and allows to pinpoint similarities, differences, patterns, and anomalies. Proper coding also makes it easier to identify emergent categories. Emergent categories are new thematic groups or variables of analysis that are revealed from the collected empirical material. Coding was conducted with the categories and emergent codes that arose after the fieldwork was completed.¹⁰⁸ We used two types of coding for CDLO:

- Structural coding: segments of information that refer to the main categories and sub-categories of analysis in the consistency matrix, which seek to accurately answer each research question.
- Cross-sectional coding: a series of codes that overlap with structural codes, allowing greater segmentation of information. According to the logical framework of the evaluation, we chose four cross-sectional codes:
 - Value captured: benefits that CDLO activities have had on beneficiaries and related interest groups.
 - Lost value: assets, capacities, or resources that have not been properly exploited.
 - Destroyed value: negative externalities that the activity has had, such as social or environmental effects that generate indirect costs that are usually invisible.
 - Opportunity value: novel and creative solutions to old problems, seeking sustainability over time and positive effects on communities.

Table 23 shows the 19 categories of analysis that the evaluation team established (4 cross-cutting, 14 thematic, and 1 synthesis), their definitions, as well as specific examples of verbatim from participants in the evaluation activities for each of the questions.

¹⁰⁷ Silver, C. (2007) *Using Software in Qualitative Research: A Step-by-Step Guide*. London: Sage Publications.

¹⁰⁸ Saldaña, J. (2016) *The coding manual for qualitative researchers*. London: Sage Publications.

TABLE 23. CATEGORIES OF ANALYSIS WITH VERBATIM EXAMPLES FOR EACH EVALUATION QUESTION

COMPONENT / QUESTION	CATEGORY OF ANALYSIS	DEFINITION	SAMPLE/VERBATIM [INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3].
Transversals	Captured value	Benefits generated by CDLO in each organization (stakeholder) or in its action ecosystem.	"JACs have become executors of INFRASTRUCTURE and we have had better relations with other villages (...) the collection center has been of great help because it improves the capacity of our association (...) thanks to the trainings of CDLO we have improved our knowledge."
	Lost Value	Inefficiencies in CDLO's interactions with other organizations. Missed opportunities that do not allow organizations/ecosystems to improve the situation of the beneficiaries. Lost value is associated with perceptions of what could be/could have been better. It can be associated with bottlenecks (e.g., ² Lack of capacities, low follow-up of activities/tasks, lack of a process articulating agent).	"The mayor's office did not participate in the construction of the treadplate. They promised to lend us the machinery or contribute with gasoline and they never showed up again (...) we still haven't found anyone to take care of the transportation of cocoa (...) we haven't been able to sell much in the last year because of COVID and/or the public order situation (...) we built the road, but as a community organization we still have a lot of problems. (...) from ART we do not have the capacity to financially coordinate the projects."
	Destroyed Value	Organizations' interactions with CDLO that are negatively evaluated. It is associated with reputational risks or CDLO actions that generate conflicts between organizations or individuals.	"CDLO broke the promise to fund the community kitchen After having agreed that we would provide the labor and they would provide the materials, they came out with the story that it was no longer possible (...) in the last few months Roboti SAS has been more concerned about the reports they have to give to you. We are very confused within the organization, and they don't listen when I tell them what we need. They are concerned about getting their reports right. It's been quite some time since I've spoken to the territorial competence."
	Recommendations and Windows of Opportunity => New opportunities for generation of value	Organizations' Proposals for the optimization of processes, improvement of people's living conditions, or new forms of action of the organizations. This section may include cases or experiences that are considered successful in terms of replicability, scalability, comprehensiveness and sustainability.	"It would be good that CDLO takes part in the Territorial Innovation Roundtables (...) it is very good that they have helped us with the treadplate, but JAC still needs to be strengthened as an organization (...) we understand that, culturally, the sales agreements may vary due to market conditions, but it would be worthwhile to honor them. Let's see in the next cultivation we buy their production (...)we are thinking about marketing the chontaduro fruit, but the market needs processed products (...) the private sector could play a more active role through technical assistance or other types of training (...) thanks to those meetings, we are thinking of a regional chontaduro roundtable that would include producers from Chocó, Cauca and Putumayo".
	Abstract - Summary	Descriptions or analysis made by interviewer/facilitator	"So, what you are pointing out is that the illicit economies have not completely disappeared from this area, and that this situation is largely due to a failure to comply with the agreements between the national government and the communities. Similarly, you consider that CDLO has not succeeded in establishing the required communication with the Mayor's Office or the Governor's Office for establishing agreements with the municipal or regional public administration. From producer organizations' point of view, public order is a determining factor for the commercialization processes or the access of tourists to this region of the country

TABLE 23. CATEGORIES OF ANALYSIS WITH VERBATIM EXAMPLES FOR EACH EVALUATION QUESTION

COMPONENT / QUESTION	CATEGORY OF ANALYSIS	DEFINITION	SAMPLE/VERBATIM [INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3].
			(...) From their perspective, CDLO could contribute in the development of information systems that helps to know the volumes and the times of greatest production and harvest, so we can know how many hectares to cultivate in January or to whom they will sell 40% of the total production of their association (...) it would be worthwhile then to look for ways in which the ART is better articulated with the ADR".
Q1 Context	Public Safety, Illicit Economies, Peacebuilding and Post-Conflict Violence	Perceptions of the feeling of insecurity and its effects in daily life or CDLO activities. Challenges and expectations related to peacebuilding after the Peace Agreement between FARC and GOG.	"The situation has improved a lot. We can go out again after 6pm and we have even thrown street parties (...) after the peace agreement there is more optimism among people, and tourism is seen as a good source of income for us here in the municipality (...) although there is progress here the groups continue to put pressure (...) young people are still at risk of being tempted by the idea of easy money (...) we are the municipality with the highest number of deaths per 100 inhabitants in Colombia (...) here off the record, I have been told that young people are charging to let products move (...) here there the option of returning to the illegal economies is always open. In the end we know that we go down with a small backpack, and you don't need trucks or roads for that (...) when you need money, you go and barequea (to extract gold illegally) for a few hours and you get at least for a loaf of bread and a few eggs".
	Institutional Offer Associated with the Peace Agreement Political Participation	Descriptions and/or evaluations of public and/or international cooperation programs associated with the Peace Agreement (PDET, PART, PNIS, Development Plans & Swiss/German/American Cooperation). The institutional offer has to do with spaces for political participation, satisfaction of social demands through the action of social and political organizations (JACs, Producers, Political Parties).	"We were very active in the rural core from the PDTET. (...) PNIS was a great illusion, but we still haven't achieved short-term agricultural projects. We continue on the food security (...) the arrival of CDLO has been great because it was related to programs such as Colombia Responde and other USAID programs (...) in 2017 GIZ trained us on life plans and business plans (...) we managed to incorporate the tourism sector in the municipal development plan (...) the government has not been super involved in these projects (...) during the last few years I've seen that over time people trust the institutions more each time. From ART we have been contributing to infrastructure and productive projects hand in hand with the Ministry of Agriculture (...) having worked with Colombia Responde was great because then we already had capabilities and we were formalized).
	COVID-19 Effects	Changes at territorial or organizational level as a result of the COVID-19 pandemic.	"COVID made us lose a lot of potential because we could not produce or sell products as we had planned (...) in spite of COVID we were able to organize ourselves and finish the work in 4 months (...) Since we could not go to the territory we worked on virtual platforms (...) for example, we trained (...) we made ETEs [Territorial Evaluation Spaces] virtual and we managed to get people connected in spite of all the connectivity problems these areas have."
Q2 Capacity Building	CDLO Strategy - Selection and Interaction with	Perceptions and assessments on beneficiary selection procedures (Relevance, Inclusion,	"I think the approach of the program is very good. They are based on accurate diagnoses of the territory, and they choose organizations with potential or previous experience (...) Yes! I think they are good allies and that is why we

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	beneficiaries, partners and public/private sector.	CoCreation) and CDLO strategic partners. Assessments on the selection, management, and action model focused on the capacity building of the organizations, their coordination and cooperation, and changing the perceptions of the public and private sector.	[INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3]. continue to do business with them (...) for us, what's important is that the business is profitable. If we can sell the tourism plans, and for that we need the help of a local operator, we will certainly hire them (...) the way in which we have participated with them has been great, because we have learned a lot about civil engineering and we have become more capable of offering services to the mayor's office or to any company that seeks road improvements (...) we still need to overcome this dependence on outside financing to be part of (...) CDLO's help made our organization emerge again and now we are 40 associates (...) After CDLO, it seems that people are more interested in joining the organization. Now we're kind of more empowered and organized."
	Organizational Capabilities => Administrative Strengthening, Financial Management, Human Resources Strengthening.	Perceptions of changes in the administrative, financial, and operational capacity of organizations that benefit from CDLO.	"We received financial and accounting training from CDLO, and it helped us to understand better what is being formalized about" DIAN and the Chamber of Commerce, for example. They also helped us with a program to improve our accounting (...) They helped us understand income and expenses. We used to do that in a notebook and now we are more organized."
	Social and Community Management	Assessments on organizational changes or challenges related to the CDLO intervention (i.e., associative skills, conflict management, generation or changes in shared values of reality, interpersonal trust, trust in institutions).	"Thanks to this experience with CDLO, we believe again i a future with a legal economy (...) we women have become more involved in local economic issues with the honey/silversmithing project (...) we have returned to traditional knowledge and ancestral customs (...) food, and these new abilities have given the territory a new vision of our future, far from the war (...) thanks to cocoa we became more supportive and we experience less violence, and among neighbors we help each other more."
Q3 Economic Development	Capacity building of traditional economies and diversification of productive activities.	Assessments on the contribution of CDLO and other actors (public/private) in the strengthening or improvement of traditional and/or non-traditional economic activities. Assessments on the contribution of CDLO to the development of new productive activities in intervention areas.	"In the work we do with communities and commercial partners, we have focused much of our efforts on strengthening the productive capacity of producer organizations (...) we have received support from CDLO to improve the tourism services we offer. Before, we were not aware of the importance of having a good gastronomic offer or of being trained in first aid (...) this honey business is becoming a new way of earning a living. With the help of CDLO, we have learned more about bees (...) the company that has been with us belongs to people who know a lot about tourism and bird watching (...) we will receive technical assistance from AUNAP. They will show us how to make the fry eat animal food more efficiently so that we don't spend all our money just feeding them. You know that this also requires water treatment (...) there are technologies that are not the most suitable for these regions. They have worked in countries like India or Pakistan, but they didn't work here."

TABLE 23. CATEGORIES OF ANALYSIS WITH VERBATIM EXAMPLES FOR EACH EVALUATION QUESTION

COMPONENT / QUESTION	CATEGORY OF ANALYSIS	DEFINITION	SAMPLE/VERBATIM [INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3].
	Public and private sectors linkage to CDLO activities	Assessments on the interaction of the public and private sectors with CDLO Activities aimed at changing the economic environment of their area of intervention.	"The private sector hasn't been very interested in taking part in the development of communities (...) we highly value this partnership with CDLO program, because it has allowed us to start working in areas where normally we as a compensation fund didn't work (...) we have been aware of what CDLO has been doing here in the municipality. We have tried to help them as much as we can because, you know, in these municipalities there are plenty of needs (...) Colanta is already buying milk and organic cassava waste from us. They said that they were going to give us loans from their bank (...) I do think that the government needs to get closer to these communities. We feel left behind, and if it weren't for you, we would still have this road flooded."
	Development of new products, new markets, and business and environmental sustainability.	Assessments on aspects that have promoted the development of new productive and business units. Perceptions of factors that limit business development, business/organizational revenue growth, and of bottlenecks that jeopardize business or environmental sustainability. Innovations developed by CBOs with the purpose of improving their products or production and business processes.	"This fish farming has become a new income opportunity, but marketing is still not clear (...) in this chontaduro business, we have had great progress in recent years, but intermediaries are still keeping most of the profit. We are selling so as not to lose so much of the harvest (...) we have been working hard on the roads and infrastructure for adventure tourism, but if this municipality continues to be known for being a "red zone" [critical level of risk], very few tourists will come (...) the market is asking for processed products. We have been exploring the transformation of the pulp into candy or energy drinks but the supplier still doesn't have the capacity to carry out this transformation and we are marketers (...) we have tried to get more people into the tourism market, but to be able to access the training SENA gives, they have to have completed at least 9th grade, and that means many people who want to participate are left out (...) we are interested in changing the boats, but it is expensive. National Parks and CorMacarena gave us a time limit until 2022. We are 60 associates and so far, we've only been able to replace 5 vessels. The operators who want to do tourism on the river depend on us, and we depend on them (...) the materials for the boats are in the forest. This has some effects in terms of deforestation, but for us it is less expensive than fiberglass (...) you know that here we all can perform artisanal mining, and when there is no money for the day, we go in search of gold grains, even if it means using mercury".
Q4 Provision of goods and services	Community-Based Organizations (CBOs), Productive infrastructure, and Public social infrastructure	Assessments on changes and processes of citizen participation regarding the definition of priorities associated with infrastructure of public goods for community use (tertiary roads, improvements or expansions). Perceptions and assessments on changes/benefits created by public social infrastructure (education, health, culture, recreation and sports).	"The recollection center will allow us to store the production of all the associates and that will make it easier for us to commercialize (...) For now, we need machinery for cocoa processing, and more knowledge to treat the cocoa that comes to us as pulp (...) With these new roads, the infrastructure of the municipality is increased and with that we can continue to do mountain-biking competitions, and tourists take less time to complete tour route (...) The improvement of the road allowed the JACs to define jointly where to put the treadplate or sewers (...) the allocation of the aid of the CDM for the construction of the new roads will make it easier to commercialize cocoa (...).) the allocation of CDLO's aid at the beginning caused problems with people from other villages, but in the end we were able to reach an agreement (...) thanks to this road

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COMPONENT / QUESTION	CATEGORY OF ANALYSIS	DEFINITION	SAMPLE/VERBATIM
			<p>[INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3].</p> <p>improvement now the motorcycle charges less, ambulances arrive and they even fix our electricity problems faster (...) the army has been able to reach areas they didn't reach before (...) now I can carry more milk in my car (...). (...) now I can load more milk in the truck because of this expansion, and land prices have gone up because of the quality of the road (...) the library is now epicenter of the community, where people learn and where the important decisions of the community are made (...) of course, travel times have improved. Before it took me an hour and now we get there in half an hour (...) thanks to these sewers, the road no longer floods in winter and the cars don't get stuck in there (...) now motorcycles and cars cross through here (...) the agreement includes that we are going to do the maintenance of the road, and since we built it we are going to take much better care of it so that it will last at least 20 years (...) although it's very beautiful and very necessary, the usage of the roads still depends on public order and the rules of the armed groups."</p>
	<p>CDLO, CBO and GOC Coordination (territorial/national governments)</p>	<p>Descriptions or assessments of the interactions of community-based organizations (CBOs) with the municipal government, departmental government, and national government in the framework of the provision of public goods and services. Assessments on meetings, reports, agreements, new investments and leveraged resources, incorporation of priorities in government plans.</p>	<p>"It hasn't been easy for us that the municipal governments comply with some of the agreements we reached at the time. We must understand that they have their own timing and procedures, and that they aren't always as expeditious as we would like (...) the government hasn't paid too much attention to what has been happening with these roads for the last 20 years. They always say: there are too many needs and too little money. Just like the mayor (...) at the beginning I didn't believe, but with CDLO, we were able to execute this road work even though the mayor's office didn't even send a bag of cement (...) what we would like is that people of these villages create the mental connection between these road improvements with PDETs. That they understand that, if they had not thought about what they wanted back in 2017, today those roads wouldn't be a reality. We have our budgetary restrictions, but programs such as CDLO help us achieve our goals (...) making this road improvement helped us to reach an agreement among neighbors, we were able to share the work for the people of the village (...) hopefully, when the mayor or the governor decide to make road infrastructure, they will take us into account".</p>
<p>Q5 Multi-level dialogue and community advocacy</p>	<p>Communication for Development (C4D)</p>		<p>"Some years ago, we work with other USAID program. They trained us and gave us equipment. As I'm an electronic engineer, we have them as good as new (...) with the mayor's office we don't keep much contact, but we are always willing to help in whatever is needed. We have constant communication with the one in charge of communications (...) We have experience in content development for other USAID programs, and some companies of the private sector. Right now, we are going to train a couple of youth collectives of Juan José. They are very excited (...) for now, we are very interested in giving the municipality a new face. We don't want to talk about murders or violence. We want us to be known for the good (...) We have had experience creating artistic residencies, and we hope to be able to replicate this model in the regions we will be working with CDLO (...) I think that the communal radio could be reactivated to improve everything regarding</p>

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COMPONENT / QUESTION	CATEGORY OF ANALYSIS	DEFINITION	SAMPLE/VERBATIM
			[INTERVIEW 1 (...) GF (...) INTERVIEW 2 (...) MAPPING 1 (...) GF 3].
	New leadership, Participation of vulnerable groups (women, indigenous people, youth) in the design and implementation of CDLO activities.	<p>Assessments regarding CDLO's capacity to promote CBO participation and advocacy in decisions for the territorial development. In this code it is key to incorporate perceptions on leadership, empowerment and relationships of CBOs with GOC (Government of Colombia).</p> <p>CDLO has promoted youth participation in community or productive activities.</p> <p>CDLO has promoted the participation of women in community or productive activities.</p> <p>CDLO has promoted confidence in territorial or national authorities.</p> <p>CDLO's contribution to building a culture of legality</p>	<p>communications between communities. On the side of the ethnic groups, these resources could be managed (...) we have already built capacities, but we do not have the capacity to circulate these contents. We don't have Internet with the capacity we need to upload videos (...) many people believe that's all danger, but no, I go around, take pictures of the fincas [farms], and nothing has happened to me."</p> <p>"In recent years, there is more fear regarding leadership. The young people don't want to get involved with the boards and after 8 years I'm tired (...) with this experience with CDLO, we now feel more respected in and by the community, even the mayor knows about us (...) let's say that we have improved communication with the mayor, but we still need to comply with the agreements (...) I think that CDLO has created new spaces for deliberation between the public sector and the communities (...) with the private sector we still don't have much interaction (...). We have the challenge of incorporating the participation of the national private sector in our activities into our model (...)</p>
Q6 Contributions to territorial development	Territorial Development Strategies, Peace Building and Culture of Legality	<p>Assessments on processes focused on the contribution of the activities implemented by CDLO on the implementation of public policies regarding the Peace Agreement (PDET, PNIS) and municipal development plans. The code also includes perceptions or assessments of changes in CBO perceptions of the National, Regional, or Municipal Government in relation to the generation of incentives for the participation of formal/legal economies.</p>	<p>"We are not very clear what ART has been doing, are they the ones from PDET? (...) With the support of CDLO for beekeeping, there are now more people who believe that these productive projects can be included in the National Integral Substitution Plan (Plan Nacional Integral de Sustitución, PNIS) (...) Look, that treadplate has given us a lot of trust in your program (CDLO) but also creates distance between the mayor's office and us, because they never deliver (...) International cooperation is a strategic ally for us as articulators of territorial development. We have been working in these PDET municipalities very articulately, and the only thing I have to say is that we should be invited to the inauguration of these improved roads."</p>

SOURCE: EVALUATION TEAM

2. REPORTS, MATRICES AND ANALYTICAL REPORTS, AND CASE STUDIES: After coding, we created 55 thematic reports and 11 territorial reports that included quotes from agents. These reports were the basis for the matrices and analytical reports divided by question and corridor; text analysis; and four case studies that addressed good practices regarding different components in different territories (See Annex II).

In particular, the case studies seek to describe and understand in-depth a certain significant experience for the community and the CDLO Activity. Cases were carefully selected to increase the likelihood of identifying diverse approaches, projects, and contexts that can lead to valuable lessons for the CDLO Activity. Each case study accounts for a particular process, considering its potential for replication and scalability. The evaluation team compared the four case studies horizontally to find patterns in CDLO's contributions to territorial development.¹⁰⁹

3. WRITING ANALYTICAL NOTES: During the fieldwork and coding processes, researchers generate ideas and record them as notes. These can be notes on the context, emerging questions, preliminary findings, hypotheses, or more structured ideas such as data conclusions. These notes reflect the researcher's own interpretations, which distinguishes them from codes. The analytical notes tend to be very useful for the drafting of the final report.¹¹⁰

It was recommended that for the CDLO evaluation, the evaluation team and the fieldwork/data collection team be the same. This has certain advantages. At the end of each day of fieldwork, the members of the evaluation team, two per corridor, meet and write analytical notes that they could later integrate into the codes defined in the evaluation design matrix. These notes were used to write the early report.

4. COOCCURRENCE MATRICES AND QUALITATIVE VISUALIZATION: After coding, the evaluation team created cooccurrence matrices between cross-cutting categories and analytical subcategories in order to identify trends that would allow researchers to validate or deepen preliminary findings or hypotheses. Thematic and territorial reports come from these matrices. The Word Clouds visualization tool enabled the evaluation team to identify the most reiterative terms in the processed data. It was useful to identify graphically what the main issue or need is, and those that have not yet been resolved and are a priority for the socioeconomic development of the village (priorities included in the surveys of directors and members). In the chart, the frequency or density of a response is shown by the size of the word.

QUANTITATIVE METHODOLOGY

In the quantitative approach, the evaluation team explored the relationship between outputs and outcomes performance, with particular interest in capturing the multiplicative effect of the synergies of the four CDLO components presented in Exhibit 9. This section describes the general features of each quantitative technique that the evaluation team used to answer the evaluation questions. The evaluation team used four techniques, which are presented in this section.

¹⁰⁹ Bartlett, L; Vavrus, F. (2017) Rethinking case studies research. New York: Routledge.

¹¹⁰ Corbin, J. y Strauss, A. (2012). Bases de la investigación cualitativa. Medellín: Editorial Universidad de Antioquia.

DESCRIPTIVE ANALYSIS

Descriptive analysis is the first step of statistical and econometric analysis. In total, the evaluation team developed a different kind of analysis depending on the type of data collected.

ANALYSIS OF MISSION INDICATORS: The evaluation team performed an analysis of goal compliance using the indicators from CDLO's information system report (Mission-MONITOR). This analysis began with an association of the activities, their status as of September 2020 (under implementation, in closure or closed), indicators, and evaluation questions. We calculated the progress of goals in percentages for a purified base of activities with progress indicators greater than zero. Additionally, the evaluation team performed an analysis of the closed activities that had progress percentages of less than 100 percent of the goals, identifying their main component and the implementation region. Lastly, the team identified those indicators that represented difficulties in terms of interpretation, applicability to CDLO, data collection, or a required goal adjustment.

ANALYSIS OF SECONDARY DATA: Averages, minimums, maximums, standard deviations, growth rates, and tests were calculated to establish whether there were significant differences between CDLO municipalities and non-beneficiary municipalities in the same department. Box I shows the methodology used in these tests.

SURVEY DATA ANALYSIS: For categorical variables with single or multiple responses, we calculated relative frequencies and the test of proportion difference. For the numerical variables, the sample size, mean, median, standard deviation, minimum, and maximum were calculated, and mean difference tests were performed (see Box I). These calculations were made for two surveys of CBO directors and of CBO members, for a total of 230 variables. The data was processed at the national and regional levels, by type of activity and by organization.

BOX I: COMPARISON TEST

To compare variables between groups, the evaluation team used mean tests when the variable was continuous, and independence tests when the variable was discrete. The t-test was used for the former and Pearson's Chi-squared test for the latter.

In regard to the continuous variables, and under the assumptions of independence of observation, a normal distribution, and homoscedasticity, the difference in means follow a t-student distribution, such as contrast statistics, with $n_1 + n_2 - 2$ degrees of freedom. The degrees of freedom correspond to the size of the two populations being compared, making it possible to compare the average value for the variable of interest between two groups. The null hypothesis (H_0) is that the means (μ) of groups are equal and the alternative hypothesis (H_1) claims that these are different.

$$H_0: \mu_1 = \mu_2, \quad H_1: \mu_1 \neq \mu_2$$

To answer this question, we need to know the probability of rejecting the null hypothesis when it is true. The definition of contrast statistic is (Wooldridge, 2013):

$$t = \frac{\mu_1 - \mu_2}{s/\sqrt{n}}$$

if $|t| > t_{\frac{\alpha}{2}}$ the null hypothesis is rejected

Where s is the standard error and α is the level of confidence.

Turning to discrete variables, the chi-square independence test is widely used to determine whether the distribution of one variable depends on the distribution of another. The null hypothesis (H_0) is that the variables are independent and the alternative hypothesis (H_1) claims that these are not independent. To test these hypotheses, in a frequency table with r rows and c columns, we compared the observed frequency (η_{ij}) with expected frequency E_{ij} throughout the chi statistic (Diaz & Morales, 2009)

$$\chi_0^2 = \sum_{i=1}^r \sum_{j=1}^c \frac{(\eta_{ij} - E_{ij})^2}{E_{ij}}$$

Then, values of χ^2 with low probability (in the right of χ_0^2) leads to rejection of the null hypothesis.

$\chi^2 = z_1^2 + z_2^2 + \dots + z_k^2$, with k independent normal standard variables and $(r - 1) * (c - 1)$ degrees of freedom

Additionally, the evaluation team applied a cluster analysis at corridor level, but the results were not solid enough to be used in the evaluation given that, for some corridors, we obtained a reduced number of organizations, and the errors were very high.¹¹¹ That is why the team did not use this analysis to answer the evaluation questions.

MULTIPLE REGRESSIONS

Multiple regressions are the second level of analysis. The purpose was to analyze the association between prioritized outcome variables and product variables for questions 2 to 5 from the survey of directors. The following is a description of the specification of the regression models, followed by a description of the methodologies we used.

I. SPECIFICATION

Dependent variables, or variables to be explained

Based on the data from the survey of directors and the processing of the qualitative data, we highlighted the following outcome variables to be explained:

TABLE 24. DEPENDANT VARIABLES		
QUESTION	VARIABLES OF INTEREST	POPULATION
Question 2	CBI proxy and dimensions	All CBOs
	CBI Proxy	CBOs that recognize the support received from CDLO
Question 3	During the last year, it earned a profit for the organization.	CBOs whose main activity produces income

¹¹¹ A cluster analysis is a technique for grouping individuals or objects into unknown groups. The number and characteristics of the groups are derived from the data and are not usually known prior to analysis, although scatter diagrams can be used at the outset to display some of the main characteristics of the underlying clusters. Using analytical clustering techniques, which are commonly categorized into hierarchical and nonhierarchical methods, it is possible to identify homogeneous groups and the variables that determine them (Afifi, May & Clark, 2012).

TABLE 24. DEPENDANT VARIABLES

QUESTION	VARIABLES OF INTEREST	POPULATION
	Since 2018, earnings have: increased, decreased, remained the same.	CBO whose main activity produces income and in the last year earned a profit.
	Total number of economic agreements (include breakdown of the type of ally)	CBOs whose main activity produces income
	The economic situation of the village has: has improved, remained equally good, remained equally bad, or worsened.	All CBOs
Question 4	Rating of relevance	CBOs that have participated in infrastructure works
	Management qualification and installed capacity	CBOs that have participated, as executors, in infrastructure works
	Benefits of the work	CBOs that have both participated in infrastructure works and been supported by CDLO
	Improvement of the tertiary road since 2018	All CBOs
Question 5	Participations in non-CDLO territorial development areas	All CBOs
	Members who represent their CBO in territorial development areas	CBOs that report having participated in territorial development spaces:
	Benefits of participating in territorial development spaces	1. Municipal Rural Development Council (Consejo Municipal de Desarrollo Rural, CMDR) 2. Formulation of the 2020-2023 municipal development plan. 3. Production chain sector-based committees

SOURCE: EVALUATION TEAM

Independent or explanatory variables

The independent variables of interest are those that characterize the way in which the organizations were treated. Thus, to conceptually encompass the different components given by CDLO related to other contributions, we chose the following variables as explanatory:

TABLE 25. INDEPENDANT OR EXPLANATORY VARIABLES

QUESTION	SOURCE
Perceived CDLO components (Q215)	Survey
Agent that provided specific support (Q431, Q508, Q521, Q606, Q609, Q614, Q619, Q708) ¹¹²	Survey

¹¹² In this analysis, we only included the report of external support received by the seven base agents defined in the survey: local government, national government, other CBOs, community action boards, CDLO, international development agencies, and private partners. Support from different "Others" was not included. It is worth noting that in some questions referring to the execution of activities outside the organization, in the survey of directors, we included an agent that could potentially contribute to the organization itself e.g., Q521, Q606, Q609, Q614, Q619, Q708. This can be explored in other analyses. For

We proposed two types of specifications, whose only difference lies in the form of the perceived component variable. One model incorporates each component recognized by the organizations as part of their participation in CDLO, while the other model incorporates the number of components the organization perceives were delivered to them.

Lastly, the variable that includes the different potential agents that can provide specific support (such as: government, private, other organizations, cooperation and CDLO), seeks to seize differential results based on who provided support. This can be interpreted from two different approaches: one, based the supply that each agent provides, or, on the other hand, based on demand. That is, in terms of the relationship focus organization shave with each agent.

Control Variables

In order to control for the relationship between the outcome and output variables by the organizations' characteristics, following criteria of minimization of multicollinearity and maximization of the degrees of freedom, we chose the following variables as control variables:

TABLE 26. CONTROL VARIABLES	
POTENTIAL CROSS-CUTTING CONTROLS	SOURCE
CBO Type	Survey-RA
Number of current active members	Survey
% active members	Survey
Age of the organization	Survey
% women in the organization	Survey
% presence of members of the organization who recognize themselves as belonging to an ethnic group	Survey
% youth in the organization	Survey
Region	Survey

SOURCE: EVALUATION TEAM

It is worth noting that variables that characterized the treatment¹¹³ and previous participation in other territorial development programs¹¹⁴ were discarded as control variables, since they caused multicollinearity, or they were not characteristics of the organization and did not fulfil the function of controlling the association analysis. Finally, the conceptual criterion and the power of association with the variables of interest were given priority for the choice of control variables over the minimization of the loss of degrees of freedom. For example, one of the variables with less information is the percentage

some Y variables of interest, there is no X variable referring to who provided support, because we only asked for the support of those who already had Y. Thus, this support is not explanatory. For example, Y about whether or not the tertiary road was improved.

¹¹³ Number of activities in which it participates with CDLO, number of activities in which it participates as executor, time of execution of the activity, value of the activity. These variables come from CDLO's administrative record.

¹¹⁴ This variable comes from the survey of directors, and it makes it possible to distinguish whether it was government, USAID or other cooperation agencies that participated in the territorial development program.

of members with ethnic recognition; however, given its importance in capturing differential populations within the organizations, the evaluation team chose to include it.

2. METHODOLOGIES

OLS-Ordinary Least Squares Regression

Simple linear regression model derived from the ordinary least square method. This model is used when the dependent variable is continuous and normally distributed.¹¹⁵ One such variable is, for example, the Capacity Building Index (built from CBI literature). The formal expression of a linear regression model with more than one independent or explanatory variable is:

$$y = \beta_0 + \beta_1x_1 + \dots\beta_kx_k + u$$

Where X is the matrix of independent or explanatory variables, β_k measures the change in y regarding x_k and u includes other unobserved factors.¹¹⁶ Considering that the model allows the coefficients to be interpreted β_k directly, the general interpretation for the regression coefficient is "for every changed unit x_k , the variable y changes in β_k units, keeping constant all other variables".

Logistic Regression

Probability model for binary variables, i.e., the dependent or explained variable takes values of 0 or 1 only, in order to characterize a qualitative variable. Examples of this type of variable include "whether or not having participated in an infrastructure project brought economic benefits to the organization". That said, the formal expression of a logistic regression model, whose probability of response for the dependent variable or variable to be explained, is:

$$P(y = 1 | X) = G(z) = G(\beta_0 + \beta_1x_1 + \dots\beta_kx_k), \text{ con } G = \frac{e^z}{1 + e^z}$$

Where X is the matrix of independent or explanatory variables. Considering that G represents a logistic function, and therefore, it is not a linear function, it is necessary to calculate the partial effect for the proper interpretation of the results, since the coefficients β_k cannot be interpreted directly. To determine the partial effect, the general interpretation for the coefficient of the logistic regression is "for each unit change x_k , the probability of $y = 1$ changes in $exp(\beta_k)$ times, keeping all other variables constant". This model will not generate negative coefficients, since calculating the exponential β_k always delivers positive coefficients. Then, values less than 1 indicate a decrease in probability. Values greater than 1 indicate an increase in probability.

On the other hand, if we wish to estimate the partial effect of the independent or explanatory variables, we will need to approach the process differently, according to the type of variable. If the variable is continuous then the partial effect on the probability of $y = 1$ is calculated as follows:

$$\frac{\partial P(y = 1 | X)}{\partial x_1} = \frac{\partial G(\beta_0 + \beta_1x_1 + \dots\beta_kx_k)}{\partial x_1}$$

If the variable is discrete, then the partial effect of x_1 on the probability of $y = 1$ is calculated as:

$$G(\beta_0 + \beta_1(c_1 + 1) + \dots\beta_kx_k) - G(\beta_0 + \beta_1c_1 + \dots\beta_kx_k)$$

¹¹⁵ Afifi, A. A., May, S., & Clark, V. A. (2012). Practical multivariate analysis (Fifth edition.). CRC Press.

¹¹⁶ Wooldridge, J. M. 2013. Introductory Econometrics: A Modern Approach, 5th Edition. Cengage Learning.

If the variable is binary, then the partial effect of x_1 on the probability of $y = 1$ is calculated as:

$$G(\beta_0 + \beta_1 + \dots + \beta_k x_k) - G(\beta_0 + \dots + \beta_k x_k)$$

On the other hand, based on the type of independent or explanatory variable x , we have that for the actual interpretation:

When the independent or explanatory variables are continuous, the interpretation is "when the variable increases for a unit increase, x_k the probability of $y = 1$ increases or decreases $\exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are discrete, the interpretation is "being in the category x_k , compared to the reference category or category of comparison, the probability of $y = 1$ increases or decreases $\exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are binary, the interpretation is "when the variable $x_k = 1$ compared to the case in which $x_k = 0$, the probability of $y = 1$ increases or decreases $\exp(\beta_k)$ times, keeping all other variables constant".

Ordinal Logistic Regression

The ordinal logistic regression is an extension of the logistic regression model for binary variables. Conversely, the ordinal logistic model is a probability model for ordinal response variables, i.e., categorical variables express magnitude and have an order. Examples of this type of variable include: the decision to remain inactive; part-time or full-time work, high, medium or low ratings; and ratings on ordinal data statements such as "completely disagree", "disagree", "somewhat agree" or "completely agree".¹¹⁷

As in the logistic model, the nonlinear nature of the ordinal logistic model means that the coefficients β_k cannot be interpreted directly; therefore, interpretation requires the estimation of partial effects. To determine the partial effect, the general interpretation is "for each changed unit, x_k the probability of reaching a higher level for the variable changes in $\exp(\beta_k)$ times, holding all other variables constant". Additionally, the ordinal logistic model implies that the probability of leveling up from one level to another is the same regardless of which level you are in, i.e., the probability of moving from 2 to 3 in the category is the same as moving from 3 to 4.

On the other hand, for the specific interpretation according to the type of variable, independent or explanatory x ; the interpretation presented in the logistic model is maintained. However, there is a distinction of the nature of the dependent variable, y as follows:

When the independent or explanatory variables are continuous, the interpretation is "for one unit of variable increase x_k , the probability of the variable of reaching a higher level changes in $\exp(\beta_k)$ times, keeping all other variables constant".

¹¹⁷ Mora, R. (s/f). El modelo Ordinal y el modelo Multinomial [Diapositiva de Power Point]. Universidad Carlos III de Madrid, Departamento de Economía. https://www.eco.uc3m.es/~ricmora/miccua/materials/S13T3I_Spanish_handout.pdf

When the independent or explanatory variables are discrete, the interpretation is "being in the category x_k , compared to the reference category or category of comparison, the probability of reaching a higher level y changes $exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are binary, the interpretation is "when the variable $x_k = 1$ compared to the case in which $x_k = 0$, the probability of reaching a higher level y changes $exp(\beta_k)$ times, keeping all other variables constant".

Multinomial Logistic Regression

Multinomial logistic regression is an extension of the logistic regression model for binary variables. Conversely, multinomial logistic model is a probability model for nominal, multiple response variables. Among the examples of this type of variable, we find "among: director, other directors, grassroots members of the organization, or all of them, which profile leads the participation of spaces or instances of citizen participation?".

In the case of multinomial response models (multinomial logitics), the result of the estimation of the model pairs each category (director, other directors, core members of the organization, or all of them) with a base $J = 0$ (director). Hence, the model has equations $J - 1$ with separate parameters for each one,¹¹⁸ and the resulting probability of the response J for the dependent variable or variable to be explained is:

$$\log \log \left(\frac{P_{ji}}{P_{0i}} \right) = \alpha_{ji} + \beta_j X_i, j = 1, \dots, 4$$

Thus, the main difference in comparison to logistic regression for binary variable is that now there is more than one equation estimating a vector of parameters β_k . However, as in the logistic model, the non-linear nature of the multinomial logistic model means that the coefficients β_k cannot be interpreted directly; therefore, interpretation requires the estimation of partial effects. To determine the partial effect, the general interpretation is "for each changed unit, x_k the probability of other directors (category) versus director (base category) changes $exp(\beta_k)$ times, keeping all other variables constant".

On the other hand, for the specific interpretation according to type of variable, the interpretation presented in the logistic model is maintained. The distinction of the nature of the dependent variable is as follows:

When the independent or explanatory variables are continuous, the interpretation is "when the variable increases for a unit increase, x_k the probability that other directors (category) versus director (base category) changes $exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are discrete, the interpretation is "being in the category x_k , compared to the reference category or category of comparison, the probability that other directors (category) versus director (base category) changes in $exp(\beta_k)$ times, keeping all other variables constant".

¹¹⁸ Agresti, A. (2007). An introduction to categorical data analysis. Florida, EEUU: Wiley-Interscience & Sons, Inc.

When the independent or explanatory variables are binary, the interpretation is "when the variable $x_k = 1$ compared to the case in which $x_k = 0$, the probability that other directors (category) versus director (base category) changes in $\exp(\beta_k)$ times, keeping all other variables constant".

Poisson Regression

Probability model for count variables, i.e., a variable that can take non-negative, absolute values when an event occurs n times. Examples of this type of variable include "number of economic or business agreements (productive, commercial, etc.) that an organization has with other organizations or private companies, public entities or other community-based organizations".

In the case of the Poisson regression model, the probability that y is equal to the conditional h value over x is:

$$P(y = h | X) = \exp[-\exp(\beta_0 + \beta_1 x_1 + \dots + \beta_k x_k)] [\exp(\beta_0 + \beta_1 x_1 + \dots + \beta_k x_k)]^h / h!$$

Where h is the number of occurrences of the event $h!$, denotes a factorial, and X is the matrix of independent or explanatory variables. Considering that a count variable implies a nonlinear distribution associated with Poisson distribution, the coefficients β_k cannot be interpreted directly. That said, the general interpretation for the coefficient of the Poisson regression is "for each unit change x_k , the probability of an additional event changes in $\exp(\beta_k)$ times, keeping all other variables constant".

The specific interpretation regarding type of independent or explanatory variable can be summarized as follows:

When the independent or explanatory variables are continuous, the interpretation is "when the variable increases for a unit increase, x_k the probability of an additional event changes in $\exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are discrete, the interpretation is "being in the category x_k , compared to the reference category or category of comparison, the probability of an additional event changes in $\exp(\beta_k)$ times, keeping all other variables constant".

When the independent or explanatory variables are binary, the interpretation is "when the variable $x_k = 1$ compared to the case in which $x_k = 0$, the probability of an additional event changes in $\exp(\beta_k)$ times, keeping all other variables constant".

COMPOSITE INDEX

Composite indicators are helpful to provide comparisons and illustrate complex issues. They also help identify common trends across different indicators proven to be useful in benchmarking individual performance. For these reasons, the evaluation team built a composite indicator to serve as proxy of the capacity building of CBOs. The team used multivariate data analysis techniques to build the composite indicator and CBI's conceptual framework.

The index uses descriptive statistics. This data was obtained from surveys of directors and members clustered based on five dimensions of institutional strengthening: governance, administrative, planning, physical and human capital, and financial. A score is obtained for each of them there is a score, and then the weighted average is estimated. The Index takes values between 0 and 100.

NETWORK ANALYSIS

The evaluation team used a network analysis to understand the relationships between the CBOs involved in the implementation of the interventions and establish whether these relationships contribute to the CBOs' performance in the Activity. Next, we present the processing and definition of the universe for the analysis, followed by a description of the network methodology and the main centrality measures, and finally, the possible limitations of this analysis.

I. BASE PROCESSING AND UNIVERSE DEFINITION

126 CBOs are identified out of the 309 CBOs surveyed. Directors report having a CBO of CDLO as an ally, which belongs to the first cleaned sample frame composed of 447 CBOs and whose codes were uploaded in the survey. The network constructed from this report comprises 222 CBOs. These are distributed as follows:

- Surveyed CBOs report CDLO allies and are reported as CDLO allies: 55
- Surveyed CBOs report CDLO allies, but are not reported as CDLO allies of others: 71
- Surveyed CBOs did not report CDLO allies, but are reported as CDLO allies: 62
- CBOs that were not surveyed, but are reported as CDLO allies: 34

It is worth noting that groups 1 and 2 add up the total of 126 CBOs that reported allies and were surveyed; while group 4 are the CBOs that were not surveyed but are part of the networks.

2. METHODOLOGY

Network analysis is a theoretical and methodological approach that indicates the importance of studying the relationships, links or connections between actors, which may be individuals or organizations, among others. Some¹¹⁹ network analysis emerged as one of the first geographic information systems (GIS), which has a scientific basis in graph theory and topology.¹²⁰ A network is understood as a fundamental representation of space that visualizes a wide range of relationships between agents. It consists of a set of vertices (people, entities, organizations or others) and edges (relationships or links) that connect them.¹²¹ In other words, a social network would be made up of a set of agents, which may be individuals or organizations, and one or more types of relationships between them.¹²² An example of a network is a community network that shows relevant work links, activities, or projects between organizations located in the same department.

Formally within network analysis, graph theory defines $N = \{1, \dots, n\}$ as the finite number of people, entities, organizations, or other agents interacting in the network, and as g the network in which there are social connections between the actors; $g_{ji} = 1$ so that if i and j are direct allies and $g_{ji} = 0$,

¹¹⁹ Cárdenas, J. (2016). El análisis de redes: qué es, orígenes, crecimiento y futuro. *Pensando Psicología*, 12(19), 5–10. <https://doi.org/10.16925/pe.v12i19.1330>

¹²⁰ Curtin, K. M. (2007). Network analysis in geographic information science: Review, assessment, and projections. *Cartography and Geographic Information Science*, 34(2), 103–111. <https://doi.org/10.1559/152304007781002163>

¹²¹ Curtin, K. M. (2007). Network analysis in geographic information science: Review, assessment, and projections. *Cartography and Geographic Information Science*, 34(2), 103–111. <https://doi.org/10.1559/152304007781002163>

¹²² Brandes, U. (2001). A faster algorithm for betweenness centrality. *Journal of Mathematical Sociology*, 25(2), 163–177. <https://doi.org/10.1080/0022250X.2001.9990249>

otherwise.¹²³ This information about the agents and their connections in graph theory is represented by one or more schemas.¹²⁴ Additionally, it is understood that with each network there is an associated flow.

To understand the relationships between the community organizations involved in the implementation of CDLO interventions, the evaluation team used a network analysis to construct a set of network sociograms for each of the nine departments included in the sample. In particular, for the construction of the sociograms, the team used the answers to the question addressed to the organizations "Since 2018, with which community organization(s) have you worked together, or had joint activities or projects relevant to this organization? Name three organizations max."

A network sociogram is a graphical representation used in network analysis that reflects the social relationships (links or connections) between agents (individuals, organizations or others) and through which the interdependence of the subjects that are part of the network can be explored and visualized by answering questions such as: Who are influential people or entities within the network? Or how fast can this person or entity reach everyone else in the network?¹²⁵

For the latter, the centrality indices are an essential tool in network analysis. These indices are defined at the vertices of the graph and are designed to classify agents according to their position in the network.¹²⁶ Most of these centrality indices are based on the shortest paths linking a pair of agents. They do so by measuring, for example, the average distance or the proportion of shortest paths.¹²⁷ Centrality indices include: degree, degree in, degree out, betweenness and closeness. These indices establish a detailed analysis of the role of each agent within the network. That said, before presenting the characterization of each of the centrality measures, it is necessary to consider the following definitions for the proper interpretation of the schemes and indices:

- In a network analysis, an organization (case, observation unit) is referred to as a vertex.
- In a network analysis, an established relationship (whatever its direction and meaning -Very relevant, Not as relevant, Relevant-) is referred to as an edge.

Centrality Measures

a. Degree: Measures the number of links or connections that a vertex has with other vertices belonging to the network. This measure indicates the degree of connection that the relevant vertex has. Thus, degree of centrality can be seen as an index of exposure, i.e., "an agent with a high degree of centrality may be more likely to be reached in the network".¹²⁸ Hence, for the exercise carried out in this

¹²³ Calvó-Armengol, A., Patacchini, E., & Zenou, Y. (2009). Peer Effects and Social Networks in Education. *Review of Economic Studies*, 76(4), 1239–1267. <https://doi.org/10.1111/j.1467-937X.2009.00550.x>

¹²⁴ Kuz, A., Falco, M., & Giandini, R. (2016). Análisis de redes sociales: Un caso práctico. *Computación y Sistemas*, 20(1), 89–106. <https://doi.org/10.13053/CyS-20-1-2321>

¹²⁵ QRS International. (2017). *NVivo I I Plus for Windows Guía Primeros Pasos (Vol. 148)* and Weishaar, H., Amos, A., & Collin, J. (2015). Capturing complexity: mixing methods in the analysis of a European tobacco control policy network. *International Journal of Social Research Methodology*, 18(2), 175–192. <https://doi.org/10.1080/13645579.2014.897851>

¹²⁶ Brandes, U. (2001). A faster algorithm for betweenness centrality. *Journal of Mathematical Sociology*, 25(2), 163–177. <https://doi.org/10.1080/0022250X.2001.9990249>

¹²⁷ Ibid.

¹²⁸ Aguilar-Gallegos, N., Martínez-González, E. G., & Aguilar-Ávila, J. (2017). Análisis de redes sociales: Conceptos clave y cálculo de indicadores; pag84.

research, degree responds to "how many organizations does an organization has a link with". Then, the general interpretation is: organizations with a greater number of close allies are more central.¹²⁹

Formally, the degree of centrality of an agent is defined as:

$$C_D(A) = k_A = 1, \quad C_D(B) = k_B = 4$$

Defining $C_D(i)$ in $\{0, g-1\}$, where g is the number of vertices in the network.¹³⁰

b. Degree In: Number of edges in the direction of the observation vertex, i.e., the number of links an actor receives (Aguilar-Gallegos et al., 2017).¹³¹ For the exercise we conducted in this research, the degree in responds to "how many and who reported having a link with the organization". Thus, the general interpretation is: organizations that receive many links (other organizations reported having a link with that organization) are protruding, which means that other organizations seek to have direct links with them.¹³²

Formally, the degree in of centrality of an agent is defined as:

$$P_D^{in}(C) = k_c^{in} = 2$$

Both are defined in $\{0, g-1\}$ ¹³³

c. Degree Out: Number of emergent edges of the observation vertex, i.e. it is the number of links sent by an agent to others.¹³⁴ For the exercise the evaluation team conducted in this research, degree out responds to "how many and with whom the organization reported having a link"; so the general interpretation is: organizations that have many direct connections with other organizations are influential, which means that they can exchange or transfer information to several organizations.¹³⁵ It is worth noting that there are organizations that are reported as allies, but that were never surveyed; meaning that they may have degree in $\neq 0$, but their degree out will always be = 0.

Formally, the incorrect degree of centrality of an agent is defined as:

$$P_D^{out}(C) = k_c^{out} = 1$$

Both are defined in $\{0, g-1\}$ ¹³⁶

d. Betweenness: It is the shortest path of information and determines the communication routes to know at which points the network could break. Betweenness counts the times in which a vertex is

¹²⁹ Córdón, O. (2013). Redes Sociales y Sistemas Complejos. Tema 3: Redes Sociales. Centralidad. [Presentación Power Point] Recuperado de [Redes y Sistemas Complejos website](#):

¹³⁰ Ibid.

¹³¹ Aguilar-Gallegos, N., Martínez-González, E. G., & Aguilar-Ávila, J. (2017). Análisis de redes sociales: Conceptos clave y cálculo de indicadores; pag84.

¹³² Córdón, O. (2013). Redes Sociales y Sistemas Complejos. Tema 3: Redes Sociales. Centralidad. [Presentación Power Point] Recuperado de [Redes y Sistemas Complejos website](#)

¹³³ Ibid.

¹³⁴ Aguilar-Gallegos, N., Martínez-González, E. G., & Aguilar-Ávila, J. (2017). Análisis de redes sociales: Conceptos clave y cálculo de indicadores; pag84.

¹³⁵ Córdón, O. (2013). Redes Sociales y Sistemas Complejos. Tema 3: Redes Sociales. Centralidad. [Presentación Power Point] Recuperado de [Redes y Sistemas Complejos website](#):

¹³⁶ Ibid.

between each pair of other vertices.¹³⁷ Then, for the exercise conducted in this research, betweenness reflects the "the organization through which the majority of relationships flow. Without this organization, the network would break"; so, the general interpretation is: the more organizations that need to go through an observed organization to make their indirect connections through the shortest paths, more central that organization will be.

Formally, betweenness is defined as:

$$C_B(i) = \sum_{j,k \in V(G)/v} g_{jk}(i)/g_{jk}$$

Where g_{jk} is the number of minimum paths connecting any pair of vertices, j y k (usually 1) and $g_{jk}(i)$ is the number of such paths that include the actor i . $C_B(i)$ is defined on $\{0, (g - 1)(g - 2)\}$ in directed networks and on $\{0, (g - 1)(g - 2)\}$ undirected networks.¹³⁸ A directed network is when all edges have a positive flow in only one direction, while an undirected network is when all edges have flows in more than one direction.¹³⁹

e. *Closeness*: Is a measure of scope that represents the speed at which information can reach other agents from a given starting point. To calculate closeness, we first add up all the distances between the case and the others, providing the measure of remoteness. Second, to determine closeness, we calculate the inverse of this sum as the shortest distance from the given case to the other connected vertices in the network.¹⁴⁰ Then, for the exercise we conducted in this research, closeness reflects the "speed with which an organization communicates with others within the network"; so, the general interpretation is: if the organization is in contact with others and needs few organizations to reach others, then it is close; while if an organization needs several organizations to reach others it is distant. Therefore, an organization with a high closeness value would take less time to reach the resource (e.g., information) flowing in the network.¹⁴¹

Formally, betweenness is defined as:

$$C_c(i) = \frac{1}{\sum_{j=1}^g d(i,j)} \text{ unstandardized and } C'_c(i) = \frac{C_c(i)}{g-1} \text{ standardized}$$

Where g is the number of vertices in the network and $\sum_{j=1}^g d(i,j)$ is the sum of all the distances connecting the agent i to the rest.¹⁴²

SPATIAL ANALYSIS APPROACH

Spatial analysis techniques link and integrate data so that the evaluation team can create and analyze new variables that support and validate the answers to the evaluation questions by enhancing understanding

¹³⁷ Ibid.

¹³⁸ Ibid.

¹³⁹ TAHA, H. A. (2012). Investigación de operaciones 9na Edición.

¹⁴⁰ Cordon, O. (2013). Redes Sociales y Sistemas Complejos. Tema 3: Redes Sociales. Centralidad. [Presentación Power Point] [Recuperado de Redes y Sistemas Complejos website](#)

¹⁴¹ Aguilar-Gallegos, N., Martínez-González, E. G., & Aguilar-Ávila, J. (2017). Análisis de redes sociales: Conceptos clave y cálculo de indicadores; pag84.

¹⁴² Cordon, O. (2013). Redes Sociales y Sistemas Complejos. Tema 3: Redes Sociales. Centralidad. [Presentación Power Point] [Recuperado de Redes y Sistemas Complejos website](#)

of their dynamics within the territory.¹⁴³ This analysis was used as a triangulation strategy of quantitative and qualitative data to integrate the analytical elements shown in 22 in a single geographic space.

The CDLO Activity aims to bring together diverse actors around territorial development in strategic areas. The definition of the corridors is based on common geographic, economic, and cultural characteristics. Therefore, the geographic element is fundamental to the CDLO Activity, which made spatial analysis a key part of its evaluation, as its approaches complement the quantitative and qualitative components.

The analysis performed comprised six steps shown in Exhibit 39. The first two steps consist of the proper organization for this tool of contextual information, mainly indicators of organized armed groups and illicit crops, and the results of social mapping. This information is integrated into the Geographic Information System (GIS) which allows the application of methods and algorithms to estimate densities and isochrones. The densities show on a map the variable amount (organized armed groups and illicit crops, among others) in each location. The isochrones made it possible to locate the detailed area in the region or corridor of interest. This made it possible to visualize on maps: the density of actions in the territory, the coverage of public services and the Internet, and DANE (National Administrative Department of Statistics) demographics.

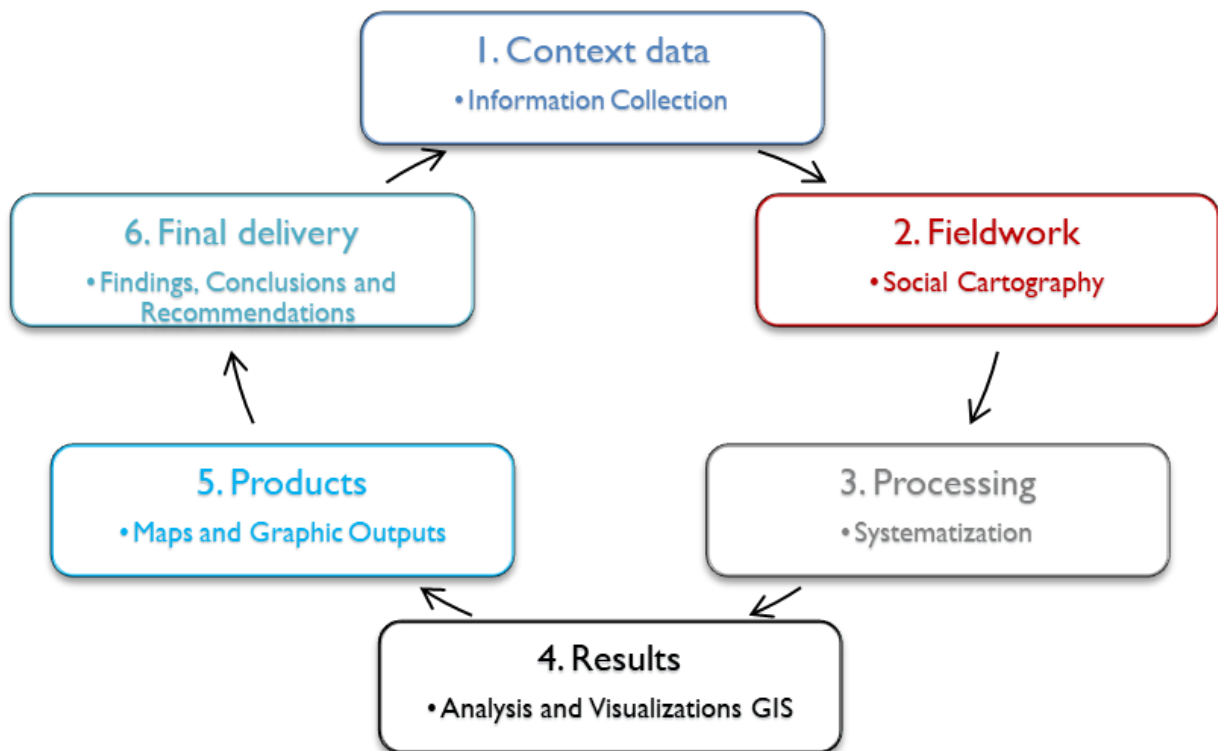


Exhibit 39. Spatial Analysis Methodology

SOURCE: EVALUATION TEAM

¹⁴³ USAID (2020) Evaluation Design Producers to Markets Alliance Activity

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ANNEX V : INSTRUMENTS


In this annex we present the qualitative and quantitative instruments designed and applied in the evaluation.

Considering the objectives of this evaluation, the evaluation team designed four qualitative instruments to collect accurate data regarding the ways that different actors perceive, interpret, and evaluate the CDLO Activity. These instruments are: i) semi-structured interviews where participants were encouraged to describe as accurately as possible their experience in the CDLO Activity, depending on their role (11 roles were included, each having its own template of interview): leaders of CBOs linked to traditional and non-traditional economic activities, JACs involved in infrastructure projects, beneficiaries in communication for development initiatives, commercial partners (strategic partners), officials of territorial and national governments, and territorial and national professionals of the CDLO Activity; ii) focus groups with CBO's members with the interest of drawing on individual understanding and experience to derive a common knowledge about the Activity, as well as its impact on the population and geographic corridor; iii) Social mapping where CBO members use visual elements to depict the CDLO activities where they have participated in a map of the geographic corridor, showing their variation over time; iv) ethnographic tours with directors and members of the CBO, to observe the progress of the Activity in the field. We applied 101 semi-structured interviews, 10 group sessions (focus group and social mapping) and 10 ethnographic tours.

The purpose of the quantitative approach was to establish the experience, achievements and results of the participation of CBOs through the information provided by directors and members of CBOs participants in CDLO. To this end, we designed two surveys, one focusing on directors, exploring in detail CBO'S characteristics and capacities, and the description and contributions of the activities CDLO supported. The second survey directed to the characterization of the members and the CBO, detailing the day-by-day links between the members and the CBO, as well as the characteristics and contributions of the activities CDLO supported. The survey was applied to 309 directors, which constitutes a census of CBOs, and to 1,090 members.

QUALITATIVE INSTRUMENTS


GUÍA PARA ENTREVISTA SEMI-ESTRUCTURADA A ORGANIZACIONES DE PRODUCTORES VINCULADOS A ECONOMÍAS TRADICIONALES

	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD</p>	<p>VI</p> <p>29/12/2020</p>
<p>ACTORES</p>	<p>EI.A. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A ORGANIZACIONES DE PRODUCTORES VINCULADAS A AGRONEGOCIOS O ACTIVIDADES ECONÓMICAS TRADICIONALES</p>	<p>Duración:</p> <p>1 hora</p>

Beneficiarios del programa: líderes organizaciones de productores agrícolas (cacao, café, frutales, hortalizas, plátano, cereales); ganaderas, avícolas, porcinas, etc.	
Mi nombre es... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “ Territorios de oportunidad ”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones, no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No	
SECCIÓN	PREGUNTAS
1. Presentación	<p>1.1 ¿Cuáles son las principales actividades productivas que tienen en sus fincas los miembros de su organización? ¿Desde hace cuánto tiempo?</p> <p>1.2 ¿Cuál es la principal actividad económica de la región? ¿ha variado en el tiempo?</p> <p>1.3 Antes de la llegada de Territorios de Oportunidad ¿qué otros programas existían en la región en los cuales usted participó? ¿o qué otros programas existen actualmente en los cuales usted (o los miembros de su organización) participa(n)?</p>
2. Relación con el programa. ¿Cómo ingresó al programa?	<p>2.1. ¿Me podría describir en sus palabras qué es el programa Territorios de Oportunidad?</p> <p>2.2. ¿Cómo se enteró del programa Territorios de Oportunidad? ¿Qué lo animó a participar?</p>
3. Intervención de Territorios de Oportunidad ¿En qué consistió la intervención de Territorios de Oportunidad?	<p>Sobre la organización</p> <p>3.1. Cuéntenos un poco sobre su organización:</p> <ul style="list-style-type: none"> i. ¿Cuándo fue fundada? ¿Cuáles son sus objetivos? ii. ¿Con cuántos asociados cuenta? iii. ¿Qué es lo bueno de estar asociado? iv. ¿Qué dificultades se presentan en su organización? <p>3.2. ¿Cómo fue el proceso para que su organización ingresara al programa Territorios de Oportunidad?</p> <p>3.3. ¿Ha recibido asistencia técnica por parte de Territorios de Oportunidad? ¿En qué consistió? ¿Durante cuánto tiempo? ¿Por parte de quién?</p> <p>3.4. ¿Su organización ha recibido apoyo de Territorios de Oportunidad para mejorar sus capacidades operativas?</p> <ul style="list-style-type: none"> i. Administrativas. ii. Recursos Humanos iii. Gestión financiera iv. Gestión organizacional <p>En las fincas de los miembros de la organización</p> <p>3.5. ¿Considera que ha mejorado la productividad? ¿Por qué?</p> <p>3.6. ¿Considera que han disminuido los costos de producción?</p> <p>3.7. ¿Ha mejorado la calidad de los productos? ¿A qué se debe?</p> <p>3.8. ¿Ha mejorado el precio de venta de esos productos?</p> <p>3.9. ¿Qué técnicas utilizan principalmente los asociados para el manejo de residuos?</p> <p>3.10. ¿Qué técnicas utilizan para el riego y conservación de fuentes hídricas?</p>
4. Comercialización y logística	4.1. ¿Qué tipo de transportes utilizan sus asociados para transportar sus productos? (tracción animal, vehículos de dos ruedas, de cuatro, otros)

<p>¿Impacto de logística y comercialización?</p>	<p>4.2. ¿Hay suficiente capacidad de transporte en la zona? (Condición y disponibilidad de vehículos) ¿Qué costo tiene?</p> <p>4.3. ¿Qué impacto cree que tiene el transporte en el precio de esos productos, en términos de tiempo y costos?</p> <p>4.4. Si le fuéramos a seguir el rastro a esos productos de principio (campo) a fin (consumidor), ¿Cómo sería ese proceso?</p> <p>4.5. ¿A quién generalmente le venden los asociados la producción? (intermediario, exportador, procesador, mercado local)</p> <p>4.6. ¿Qué tanto han variado los precios en el último año? ¿existe algún acuerdo de precios con los compradores?</p> <p>4.7. ¿Qué estándares de calidad les exigen?</p> <p>4.8. ¿Por medio de Territorios de Oportunidad han logrado llegar a nuevos mercados o aliados comerciales? ¿A cuáles?</p> <p>4.9. ¿Cómo se han visto afectados por la emergencia sanitaria del COVID 19? ¿Cómo lo han afrontado? ¿Qué aprendizajes han tenido?</p>
<p>5. Desarrollo territorial y diálogo multinivel. ¿Cómo ha mejorado la comunicación entre los diferentes actores del territorio?</p>	<p>5.1. ¿La intervención de Territorios de Oportunidad ha mejorado la comunicación con otras asociaciones u organizaciones sociales presentes en la región?</p> <p>5.2. Más allá de las iniciativas productivas de su asociación ¿Han participado en otras iniciativas comunitarias territoriales?</p> <p>5.3. ¿La intervención de Territorios de Oportunidad ha construido una mejor relación con el sector privado? ¿Cómo era antes, como es ahora?</p> <p>5.4. ¿La intervención de Territorios de Oportunidad ha generado una relación de confianza con las autoridades locales? ¿Cómo era antes, como es ahora?</p> <p>5.5. ¿Ha existido alguna relación de la intervención de Territorios de Oportunidad con las que ha hecho el PDET?</p> <p>5.6. ¿Considera que los conocimientos adquiridos en Territorios de Oportunidad pueden ser aplicados en la implementación de los PDET?</p>
<p>6. Recomendaciones y cierre</p>	<p>6.1. ¿Cuáles son las principales fortalezas del programa Territorios de Oportunidad?</p> <p>6.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>6.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>

GUÍA PARA ENTREVISTA A ORGANIZACIONES DE PRODUCTORES VINCULADOS A ECONOMÍAS NO TRADICIONALES

	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD</p>	<p>VI</p> <p>29/12/2020</p>
<p>ACTORES</p>	<p>EI.B. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A ORGANIZACIONES DE PRODUCTORES VINCULADAS A ACTIVIDADES ECONÓMICAS NUEVAS, INNOVADORAS O NO TRADICIONALES</p>	<p>Duración:</p> <p>1 hora</p>
<p>Beneficiarios del programa: Colectivos culturales, ecoturismo, gastronomía, joyería, textiles y otros.</p>		
<p>Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “Territorios de oportunidad”. Para nosotros es muy</p>		

<p>importante conocer sus percepciones, opiniones y recomendaciones, no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No</p>	
<p>1. Presentación</p>	<p>1.1. ¿Podría describirme brevemente la actividad que realiza su colectivo o su empresa? 1.2. ¿Desde hace cuánto tiempo se realiza? 1.3. ¿Quiénes han participado tradicionalmente en esta actividad? 1.4. ¿Cuántas personas participan actualmente en la actividad o son miembros de este colectivo o empresa? ¿A qué se debe ese cambio?</p>
<p>2. Relación con el programa ¿Cómo ingresó al programa Territorios de Oportunidad?</p>	<p>2.1. ¿Me podría describir en sus palabras en que consiste el programa Territorios de Oportunidad? 2.2. ¿Cómo se enteró del programa Territorios de Oportunidad? ¿Qué los animó a participar? 2.3. ¿Qué tipo de diagnóstico se realizó para seleccionar su actividad por parte del programa? 2.4. ¿Qué requisitos les solicitaron? ¿Qué compromisos adquirieron?</p>
<p>3. Proceso ¿En qué consistió la intervención de Territorios de Oportunidad?</p>	<p>3.1. ¿Qué etapas ha tenido el proceso de acompañamiento por parte de Territorios de Oportunidad? 3.2. ¿Quiénes han participado en dichas fases? 3.3. ¿Qué apoyos ha recibido su organización para mejorar sus capacidades operativas? i. Administrativas (Mejoramiento procedimientos, misión, objetivos estratégicos, personería jurídica) ii. Recursos humanos (descripción y manuales de funciones, procedimientos selección y vinculación asociados, capacitación para funciones específicas) iii. Gestión financiera (sistemas de contabilidad y auditoría, elaboración reportes financieros, distribución utilidades) iv. Gestión organizacional (planes estratégicos, planes de trabajo) 3.4. ¿Su actividad es o se ha vuelto viable económicamente? 3.5. ¿Han conseguido acceder a nuevos mercados o aliados comerciales a partir de la intervención de Territorios de Oportunidad? 3.6. ¿Han logrado tener o suscribir acuerdos o contratos de suministro o de comercialización? ¿Con quién(es)? 3.7. ¿Han propuesto o logrado alianzas con otras organizaciones similares para producir o comercializar juntas? 3.8. ¿Qué papel juegan los jóvenes en la actividad que realizan? 3.9. ¿La actividad que realizan qué tanto puede crecer en el mediano plazo, de 2 a 4 años? (Escalable) 3.10. ¿La actividad que realiza puede ser replicada en otros lugares del municipio o en municipios similares? ¿Qué condiciones se necesitan para que sea posible? (Replicable) 3.11. Una vez termine el programa Territorios de Oportunidad ¿su actividad puede seguir adelante?, ¿qué condiciones necesitan para que así sea? (Sostenible) 3.12. ¿Cómo se han visto afectados por la emergencia sanitaria del COVID 19? ¿Cómo lo han afrontado? ¿Qué aprendizajes han tenido?</p>
<p>4. Desarrollo territorial y diálogo multinivel ¿Cómo ha mejorado la</p>	<p>4.1. ¿Considera que su actividad ha generado un mayor sentido de identidad y pertenencia al territorio? ¿Por qué? 4.2. ¿La intervención de Territorios de Oportunidad ha mejorado la comunicación con otras asociaciones u organizaciones sociales presentes en la región?</p>


comunicación entre los diferentes actores del territorio?	4.3. ¿La intervención de Territorios de Oportunidad ha construido una mejor relación con el sector privado? ¿Cómo era antes, como es ahora? 4.4. ¿La intervención de Territorios de Oportunidad ha generado una relación de confianza con las autoridades locales? ¿Cómo era antes, como es ahora?
5. Recomendaciones y cierre	5.1. Cuáles son las principales fortalezas del programa Territorios de Oportunidad? 5.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación? 5.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?

GUÍA PARA ENTREVISTA A ORGANIZACIONES DE BASE COMUNITARIA DE COMUNICACIÓN PARA EL DESARROLLO

	EVALUACIÓN DE DESEMPEÑO PROGRAMA TERRITORIOS DE OPORTUNIDAD	VI 29/12/2020
ACTORES	EI.C. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A ORGANIZACIONES DE BASE COMUNITARIA VINCULADAS A ACTIVIDADES ECONÓMICAS DE COMUNICACIÓN PARA EL DESARROLLO	Duración: 1 hora
Beneficiarios del programa vinculados a producción digital y emisoras comunitarias		
Mi nombre es... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “ Territorios de oportunidad ”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones, no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No		
SECCIÓN	PREGUNTAS	
1. Presentación	1.1. Sí nos cuenta brevemente quien es usted y su formación. 1.2. ¿Cuándo surge el colectivo de comunicación al cual pertenece? 1.3. ¿Quiénes lo conformaron? ¿Con que objetivos? 1.4. ¿Cuántas personas participan actualmente del colectivo?	
2. Relación con el Programa ¿Cómo ingresó al programa?	2.1. ¿Me podría describir en sus palabras en que consiste el programa Territorios de Oportunidad? 2.2. ¿Cómo se enteró del programa Territorios de Oportunidad? ¿Qué los animó a participar? 2.3. ¿Qué tipo de diagnóstico se realizó para seleccionar su actividad por parte del programa? 2.4. ¿Qué requisitos les solicitaron? ¿Qué compromisos adquirieron?	
3. Procesos	3.1. ¿Qué tipo de actividades de producción digital o comunicación han sido apoyadas por Territorios de Oportunidad? ¿En qué consistió el apoyo?	


<p>¿En qué consistió la intervención de Territorios de Oportunidad?</p>	<p>3.2. En cuanto a contenidos de producción digital o comunicación como se han vinculado ustedes con los siguientes actores sociales:</p> <ul style="list-style-type: none"> i. Organizaciones de productores. ii. Juntas de Acción Comunal. iii. Organizaciones deportivas iv. Organizaciones culturales v. Organizaciones de turismo o gastronomía. vi. Gobierno local. vii. Otras organizaciones presentes en el municipio. <p>3.3. ¿Cómo han sido recibidos dichos contenidos por parte de la comunidad?</p> <p>3.4. ¿Han logrado articularse o crear redes de trabajo con otras organizaciones que tienen un trabajo similar al de ustedes, aquí en el municipio o en el departamento?</p> <p>3.5. ¿Cómo se han visto afectados por la emergencia sanitaria del COVID 19? ¿Cómo lo han afrontado? ¿Qué aprendizajes han tenido?</p>
<p>4. Transformaciones en el territorio. ¿Qué cambios ha traído para la población la intervención de Territorios de Oportunidad?</p>	<p>4.1. A partir de la producción de contenidos digitales ¿Se han visibilizado nuevos liderazgos en el municipio? Nos puede dar algunos ejemplos.</p> <p>4.2. ¿Se han fortalecido iniciativas comunitarias? ¿De qué manera? Nos puede dar un ejemplo.</p> <p>4.3. ¿Se han desarrollado redes locales o regionales de comunicación?</p> <p>4.4. ¿Qué papel han jugado los jóvenes en los procesos de producción digital? ¿Considera que se han abierto nuevas posibilidades para los jóvenes de la región?</p> <p>4.5. ¿Qué rol han tenido las mujeres en las iniciativas de producción digital? ¿Considera que se han abierto nuevas posibilidades para las mujeres en la región?</p> <p>4.6. ¿Considera que su actividad ha generado un mayor sentido de identidad y pertenencia al territorio? ¿Por qué?</p> <p>4.7. ¿Las actividades de producción digital han mejorado la solidaridad en la comunidad? Nos puede dar algunos ejemplos.</p> <p>4.8. ¿Qué papel ha jugado el sector privado en las actividades de producción digital y comunicación?</p> <p>4.9. ¿Las actividades de producción digital han mejorado la confianza hacia las autoridades locales? ¿de qué forma?</p> <p>4.10. ¿Qué iniciativas para la construcción de una cultura de paz y legalidad han sido apoyadas desde el colectivo de producción digital?</p> <p>4.11. ¿El colectivo de comunicación ha cumplido algún papel en la difusión y discusión de los PDET en su municipio?</p> <p>4.12. ¿Las actividades de producción digital y comunicación pueden crecer en el mediano plazo, de 2 a 4 años? (Escalable)</p> <p>4.13. ¿Las actividades de producción digital y comunicación pueden ser replicada en otros municipios similares? ¿Qué condiciones se necesitan para que sea posible? (Replicable)</p> <p>4.14. Una vez termine el programa Territorios de Oportunidad ¿la actividad de producción digital y comunicación puede seguir adelante?, ¿qué condiciones necesitan para que así sea? (Sostenible)</p> <p>4.15. ¿Qué efectos prácticos ha tenido el trabajo desarrollado por ustedes en el colectivo, sobre las decisiones que se han tomado en su municipio en materia de políticas o programas de desarrollo socio-económico?</p>
<p>5. Recomendaciones y cierre</p>	<p>5.1. ¿Cuáles son las principales fortalezas del programa Territorios de Oportunidad?</p> <p>5.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>5.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>

GUÍA PARA DE ENTREVISTA A JUNTAS DE ACCIÓN COMUNAL

	EVALUACIÓN DE DESEMPEÑO PROGRAMA TERRITORIOS DE OPORTUNIDAD	VI 29/12/2020
ACTORES	E2. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A JUNTAS DE ACCIÓN COMUNAL	Duración: 1 hora
Beneficiarios del programa: participantes proyectos de infraestructura, Juntas de Acción Comunal, Veedurías ciudadanas		
Mi nombre es.... y hago parte de la actividad MEL/USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “ Territorios de Oportunidad ”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones; no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No		
SECCIÓN	PREGUNTA	
1. Presentación	1.1. ¿A qué Junta de Acción Comunal pertenece? ¿Por quienes está conformada? 1.2. En sus palabras, ¿En qué consiste el programa Territorios de Oportunidad?	
2. Diseño y planeación de obras de infraestructura ¿Cómo fue el proceso de priorización de la obra?	2.1. ¿Cuál o cuáles han sido las obras intervenidas por Territorios de Oportunidad en su vereda o su barrio? ¿Podemos visitarlas? (Los recorridos etnográficos a infraestructura dependen de la distancia, condiciones de seguridad y disponibilidad de transporte). 2.2. ¿Cómo se dio el contacto con el programa Territorios de Oportunidad? 2.3. ¿Por qué se priorizó esta obra de infraestructura? 2.4. ¿Qué papel cumplió su comunidad en la formulación del proyecto? 2.5. ¿Cómo era la vía (o el servicio) antes de la formulación del proyecto? 2.6. ¿Quiénes participaron en el diseño de la obra? (Profesionales Territorios de Oportunidad, Gobierno local, JAC)	
3. Ejecución proyecto de infraestructura ¿Cómo fue la ejecución del proyecto?	3.1. ¿En cuántas y cuáles etapas se planteó la ejecución del proyecto? 3.2. ¿Qué papel cumplió la comunidad en la planeación, ejecución y/o veeduría del proyecto? 3.3. ¿Se realizó algún tipo de veeduría a la ejecución de la obra? ¿Quiénes la realizaron? 3.4. ¿Se realizó algún tipo de veeduría a la ejecución de la obra? ¿Quiénes la realizaron? 3.5. ¿Qué dificultades se presentaron durante la construcción de la obra? ¿Cómo se solucionaron? 3.6. ¿Qué papel cumplió el Gobierno local durante la ejecución de la obra? 3.7. ¿La obra cumplió con el diseño inicial del proyecto? (fue menos, o quizás se aumentó) 3.8. ¿Qué cambios trajo para su comunidad la ejecución de este proyecto?	

	<p>3.9. ¿Cómo o en qué medida han cambiado los tiempos de desplazamiento? ¿Han cambiado los medios de transporte? (tracción animal, vehículos de dos ruedas, de cuatro, camiones, otros).</p> <p>3.10. ¿Se ha dado alguna variación en el costo del transporte (carga y pasajeros)? ¿Cuánto costaba antes de la obra, cuánto cuesta ahora?</p> <p>3.11. ¿Se han dado cambios en la frecuencia del transporte?</p> <p>3.12. ¿En qué medida la obra de infraestructura ha mejorado la comercialización de los productos de la región? ¿Cómo era antes, como es ahora?</p> <p>3.13. ¿La comunidad realiza alguna forma de mantenimiento de la obra? ¿Qué compromisos adquirió la comunidad al respecto?</p>
4. Fortalecimiento comunitario ¿Cómo se fortaleció la comunidad a partir de la intervención?	<p>4.1. ¿Qué otros proyectos comunitarios se han desarrollado con el apoyo de Territorios de Oportunidad?</p> <p>4.2. ¿Qué actividades para el fortalecimiento de su Junta de Acción Comunal han sido realizadas por Territorios de Oportunidad?</p> <p>4.3. ¿Qué aprendizajes trajo para su comunidad el trabajo con Territorios de Oportunidad? (conocimientos técnicos, de contabilidad, capacidad instalada).</p>
5. Desarrollo territorial ¿Qué cambios trajo la obra para la comunidad?	<p>5.1 ¿La intervención de Territorios de Oportunidad generó una mayor relación de solidaridad y pertenencia en su comunidad?</p> <p>5.2 ¿Existe mayor presencia institucional a partir de los proyectos realizados?</p> <p>5.3 ¿Considera que este tipo de proyectos pueden ser replicados en otros lugares del municipio, del departamento? ¿Qué se necesita para hacerlos posibles?</p> <p>5.4 ¿Considera que la comunidad adquirió el conocimiento (administrativo, financiero, técnico) para realizar por sí misma obras de pequeña infraestructura?</p>
6. Contexto ¿Qué aprendizajes trajo para la comunidad la intervención de TO?	<p>6.1. ¿Considera que los aprendizajes del programa Territorio de Oportunidades pueden ser aplicados en la implementación de lo PDET?</p> <p>6.2. ¿Considera que el aprendizaje que ha tenido la JAC puede contribuir al diseño de políticas locales?</p> <p>6.3. ¿Cómo se han visto afectados en la JAC por la contingencia sanitaria del COVID 19? ¿Qué aprendizajes han tenido?</p>
7. Recomendaciones y cierre	<p>7.1 ¿Cuáles son las principales fortalezas del programa Territorios de Oportunidad?</p> <p>7.2 ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>7.3 ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>


GUÍA PARA ENTREVISTA A ALIADOS ESTRATÉGICOS

 <p>PANAGORAGROUP MAKING OUR WORLD A BETTER PLACE FOR GOOD</p>	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD</p>	<p>VI</p> <p>29/12/2020</p>
ACTORES	E3. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A ALIADOS ESTRATÉGICOS	<p>Duración</p> <p>1 hora</p>

Aliados comerciales de economías tradicionales y no tradicionales	
Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “Territorios de oportunidad”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones sobre el programa; no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No	
SECCIÓN	PREGUNTAS
1. Presentación	1.1. ¿Cuál es su formación y función en la empresa? 1.2. ¿A qué se dedica la empresa? ¿Cuánto tiempo lleva en el mercado?
2. Relación con el Programa Territorios de Oportunidades ¿Relación con el programa?	2.1. ¿En sus palabras cómo definiría el programa Territorios de Oportunidad? 2.2. ¿Cómo se dio el contacto con el programa Territorios de Oportunidad? ¿Qué les llamó la atención? ¿Qué temores o inquietudes les despertó? 2.3. ¿Habían manejado anteriormente esa línea de negocios?
3. Desarrollo de capacidades. ¿Relación con asociaciones u organizaciones apoyadas?	3.1. ¿Con cuántas y cuáles asociaciones de productores trabaja actualmente en el marco del programa Territorios de Oportunidad? 3.2. ¿Había trabajado anteriormente en esas regiones? ¿Cuáles eran los principales temores y expectativas? 3.3. ¿Cómo fue el primer contacto con las asociaciones de productores? ¿Qué canales de comunicación han establecido? 3.4. ¿Cuáles eran las principales necesidades y limitaciones que tenían las asociaciones productivas? 3.5. ¿Cuáles eran las principales oportunidades o factores de éxito que identificaron? 3.6. ¿Qué tipo de apoyo ha brindado su empresa a las organizaciones para mejorar sus capacidades? (administrativas, financieras, gestión organizacional, recursos humanos)
4. Procesos ¿Cómo se ha desarrollado el proceso con los Aliados Estratégicos?	4.1. ¿A qué necesidades de su empresa ha dado respuesta el programa Territorios de Oportunidad? 4.2. ¿Considera que el programa Territorios de Oportunidad ha diversificado las actividades productivas de las regiones? 4.3. ¿Se han dado procesos de innovación? ¿Nos puede dar un ejemplo? 4.4. ¿Considera que el programa ha permitido la valoración de activos culturales y ambientales por parte de las comunidades? 4.5. ¿La alianza comercial con los productores ha permitido el acceso a nuevos mercados? 4.6. ¿Qué estándares de calidad exigen los mercados? ¿Los productores pueden cumplir con dichos requisitos? 4.7. ¿Cómo se han visto afectados por la contingencia sanitaria del COVID 19? ¿Cómo lo han solucionado? ¿Qué aprendizajes ha traído?
5. Recomendaciones y cierre	5.1. ¿Considera que la alianza productiva es sostenible en el tiempo? ¿Por qué? 5.2. ¿Considera que la alianza productiva es escalable? ¿Qué condiciones son necesarias? 5.3. ¿Considera que la alianza productiva es replicable a otras regiones del país? ¿Qué condiciones son necesarias? 5.4. ¿Qué papel cumple el sector privado en la construcción de una cultura de la paz y legalidad en las regiones?

	<p>5.5. ¿Considera que la intervención de Territorios de Oportunidad ha mejorado la confianza entre las comunidades de regiones apartadas y el sector privado?</p> <p>5.6. ¿Qué recomendaciones haría al programa Territorios de Oportunidad para mejorar su intervención?</p> <p>5.7. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>
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GUÍA PARA ENTREVISTA A FUNCIONARIOS DE GOBIERNOS TERRITORIALES

	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD</p>	<p>VI</p> <p>29/12/2020</p>
ACTORES	E4. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A FUNCIONARIOS DE GOBIERNOS TERRITORIALES	<p>Duración:</p> <p>1 hora</p>
<p>Funcionarios de las Secretarías de Desarrollo, Secretarías de Agricultura (puede ser individual o grupal) de Alcaldías y Gobernaciones</p>		
<p>Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “Territorios de oportunidad”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones sobre el Programa; no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos gravar la conversación para tener un registro y no perder la información? Sí No</p>		
SECCIÓN	PREGUNTA	
1. Presentación	1.1. ¿Cuál es su formación y cargo que desempeña?	
2. Relación con el Programa Territorios de Oportunidad ¿Cómo se estableció el vínculo con Territorios de Oportunidad?	<p>2.1. ¿Me podría decir en sus propias palabras en qué consiste el programa Territorios de Oportunidad?</p> <p>2.2. ¿Cómo describiría los servicios de Territorios de Oportunidad?</p> <p>2.3. ¿Cuál ha sido su relación con el Programa? ¿Cuánto lleva? ¿Qué mecanismo usa para establecer comunicación con el Programa? ¿Existen instancias de coordinación entre el Gobierno territorial y Territorios de Oportunidad?</p> <p>2.4. ¿Cómo se acordó el trabajo entre su entidad y el Programa?</p>	
3. Desarrollo Económico ¿Cómo ha contribuido Territorios de Oportunidad al	<p>3.1. ¿Cuál es la principal actividad económica del corredor, municipio, región?</p> <p>3.2. ¿El programa “Territorios de oportunidad” ha apoyado estas actividades económicas? ¿De qué forma? (asistencia técnica, mejora de calidad, acuerdos comerciales, acceso nuevos mercados)</p>	

desarrollo económico del municipio?	<p>3.3. ¿El programa “Territorios de oportunidad” ha diversificado las actividades productivas en el municipio? ¿En qué actividades? (turismo, gastronomía, deporte, producción digital)</p> <p>3.4. ¿Cómo fue el proceso para identificar estas nuevas actividades productivas? ¿Qué papel cumplió la comunidad en dicho proceso?</p> <p>3.5. ¿Cómo se ha vinculado el sector privado en las actividades productivas tradicionales y nuevas?</p> <p>3.6. En su opinión, ¿cuáles son los resultados de la intervención de CDLO? (¿Han mejorado las productividades, las ventas, los volúmenes comercializados?)</p>
4. Desarrollo de Capacidades ¿Apoyo para desarrollo económico por parte del programa?	<p>4.1. ¿Los productores de su municipio están organizados en asociaciones? ¿Cuáles son las principales? ¿Qué ventajas o desventajas encuentra en los modelos asociativos?</p> <p>4.2. ¿Qué tipo de apoyo han recibido las asociaciones desde el programa Territorios de Oportunidad? ¿El Gobierno local ha participado en dicho proceso?</p> <p>4.3. ¿Considera que la intervención de Territorios de Oportunidad ha mejorado la confianza en la comunidad y con relación a las autoridades locales</p>
5. Provisión de bienes y servicios ¿Dotación de bienes y servicios apoyados por Territorios de Oportunidad?	<p>5.1. ¿En su municipio se han desarrollado procesos comunitarios para dotación de bienes y servicios apoyados por “Territorios de oportunidad”? ¿Qué tipo de bienes y servicios?</p> <p>5.2. ¿Por qué se escogió esta obra frente a otras posibles? ¿Cómo fue la participación de la comunidad para escoger esta obra? ¿Qué mecanismos de participación se utilizaron? ¿Quiénes participaron?</p> <p>5.3. ¿Cómo fue la participación del Gobierno local en la priorización, planeación, ejecución y mantenimiento de la obra?</p> <p>5.4. ¿Cómo fue la articulación con proyectos departamentales, regionales y nacionales?</p>
6. Diálogo Multinivel ¿Qué efecto han tenido las estrategias de comunicación apoyadas por Territorios de Oportunidad?	<p>6.1. ¿Qué estrategias de comunicación a implementado “Territorios de oportunidad” en su municipio?</p> <p>6.2. ¿Cómo es la participación del Gobierno local en las iniciativas de comunicación? ¿Tiene un espacio o programa de divulgación?</p> <p>6.3. ¿Qué cambios ha traído esta iniciativa para la participación comunitaria y surgimiento de nuevos liderazgos?</p> <p>6.4. ¿Considera que estas iniciativas de comunicación han contribuido a construir una visión compartida del desarrollo territorial? (De qué forma, nos puede dar un ejemplo)</p>
7. Desarrollo Territorial ¿Cómo ha contribuido el programa para los planes de desarrollo territorial del municipio?	<p>7.1. ¿Qué aprendizajes puede tener el programa Territorios de Oportunidad para la implementación de los PDET y PNIS? (metodológico, operativo, conceptual)</p> <p>7.2. ¿En qué medida los desarrollados por Territorios de Oportunidad han contribuido a la construcción de una cultura de paz y legalidad en el municipio?</p> <p>7.3. ¿Cómo se ha visto afectado el municipio por la emergencia sanitaria del COVID 19? ¿Qué acciones han tomado? ¿Qué aprendizajes han tenido?</p>
8. Recomendaciones y cierre	<p>8.1. ¿Cuáles son las principales fortalezas del programa Territorios de Oportunidad?</p> <p>8.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p>


	8.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?
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GUÍA PARA ENTREVISTA A FUNCIONARIOS DEL GOBIERNO NACIONAL

	EVALUACIÓN DE DESEMPEÑO PROGRAMA TERRITORIOS DE OPORTUNIDAD	VI 29/12/2020
ACTORES	E5. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A FUNCIONARIOS DEL GOBIERNO NACIONAL	Duración: 45 minutos
Participantes: Agencia de Renovación del Territorio, Alta Consejería para el Posconflicto		
Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “ Territorios de oportunidad ”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones, no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No		
SECCIÓN	PREGUNTAS	
1. Presentación	1.1. ¿Cuál es su formación y cargo que desempeña?	
2. Institucional	2.1. ¿Cuál es el objetivo y funciones de su institución? 2.2. ¿Qué programas desarrollan actualmente en las regiones- corredores priorizados por CDLO? 2.3. ¿Qué tanto ha variado la situación económica, política y de seguridad en los últimos tres años?	
3. Articulación con Territorios de Oportunidad ¿Cómo ha sido la articulación con el programa Territorios de Oportunidad?	3.1. ¿Me podría decir en sus propias palabras en qué consiste el programa Territorios de Oportunidad? 3.2. ¿Cómo describiría los servicios de Territorios de Oportunidad? 3.3. ¿Cuál ha sido su relación con el Programa? ¿Cuánto lleva? 3.4. ¿Qué mecanismo usa para establecer comunicación con el Programa? ¿Existen instancias de coordinación entre el Gobierno Nacional y Territorios de Oportunidad? 3.5. ¿Tienen proyectos comunes entre su entidad y el programa Territorios de Oportunidad? 3.6. ¿Cómo fue la participación desde su entidad en la priorización, planeación, ejecución de los proyectos de Territorios de Oportunidad? 3.7. ¿Cómo se acordó el trabajo entre su entidad y Territorios de Oportunidad?	
4. Aprendizajes del Programa Territorios de Oportunidad ¿Qué aprendizajes han tenido por parte del	4.1. Desde su perspectiva que tan pertinentes son las intervenciones de Territorios de Oportunidad con: i. Asociaciones de productores ii. Desarrollo de economías creativas iii. Provisión de bienes y servicios públicos iv. Iniciativas de comunicación para el desarrollo 4.2. El abordaje metodológico, operativo y conceptual utilizado por territorios de Oportunidad podría fortalecer algunos de los siguientes programas:	


programa para los planes de desarrollo territorial?	<ul style="list-style-type: none"> i. Planes de Desarrollo con Enfoque Territorial (PDET) ii. Plan Nacional Integral de Sustitución de cultivos ilícitos (PNIS) iii. Plan Integral Municipal y Comunitarios de Sustitución y Desarrollo Alternativo (PISDA) <p>4.3. ¿En qué medida los desarrollados por Territorios de Oportunidad han contribuido a la construcción de una cultura de paz y legalidad en el municipio?</p> <p>4.4. ¿Cómo se ha visto afectada la labor de su entidad por la contingencia sanitaria del COVID 19? ¿Cómo se han visto afectadas las regiones priorizadas?</p> <p>4.5. ¿Qué recomendaciones haría al programa Territorios de Oportunidad?</p>
5. Recomendaciones y cierre	<p>5.1. ¿Cuáles son las principales fortalezas del programa Territorios de Oportunidad?</p> <p>5.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>5.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>

GUÍA PARA ENTREVISTA A FUNCIONARIOS TERRITORIALES DE CDLO

	EVALUACIÓN DE DESEMPEÑO PROGRAMA TERRITORIOS DE OPORTUNIDAD	VI 29/12/2020
ACTORES	E6. GUIA PARA ENTREVISTA SEMI-ESTRUCTURADA A FUNCIONARIOS TERRITORIALES DE CDLO	Duración: 1 hora
Enlaces territoriales de CDLO		
<p>Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “Territorios de oportunidad”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones, no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No</p>		
SECCIÓN	PREGUNTAS	
1. Presentación	<p>1.1. ¿Cuál es su formación y trayectoria profesional?</p> <p>1.2. ¿Cómo se vinculó al programa Territorios de Oportunidad?</p> <p>1.3. ¿Cuál es su rol o función específica en CDLO?</p>	
2. Llegada a Territorios de Oportunidad a la Región	<p>2.1. ¿Hace cuánto tiempo llega el programa a la región?</p> <p>2.2. ¿Cuáles corredores fueron priorizados? ¿Por qué?</p> <p>2.3. ¿Qué diferencia existe entre estos corredores y las demás veredas del municipio?</p> <p>2.4. ¿Cuál es el contexto general del corredor geográfico en términos de desarrollo económico, social y condiciones de seguridad?</p>	
3. Desarrollo Económico	<p>3.1. Cuando Territorios de Oportunidad llegó al territorio, ¿qué tipo de diagnóstico realizó?</p> <p>3.2. ¿Cuáles iniciativas fueron priorizadas? ¿Cuáles fueron descartadas? ¿Por qué?</p> <p>3.3. ¿Qué actividades económicas tradicionales fueron priorizadas? ¿Por qué?</p>	

	<p>3.4. ¿Bajo cuáles criterios ha actuado el programa para diversificar las actividades económicas de la región?</p> <p>3.5. ¿En qué medida el programa permitió la valoración de activos culturales y ambientales presentes en la región?</p> <p>3.6. ¿Qué actividades ha realizado Territorios de Oportunidad para fortalecer las capacidades de las organizaciones sociales que apoya?</p> <p>3.7. ¿Cómo se ha vinculado el sector privado en dichas iniciativas? ¿Qué dificultades se han presentado? ¿Qué oportunidades se han aprovechado?</p> <p>3.8. ¿Cómo se ha vinculado los Gobiernos locales, Departamental y Nacional con los proyectos desarrollados por Territorios de Oportunidad?</p>
4. Provisión de bienes y servicios	<p>4.1. ¿En el corredor geográfico se han desarrollado procesos comunitarios para dotación de bienes y servicios apoyados por Territorios de oportunidad? ¿Qué tipo de bienes y servicios? ¿En qué medida mejoro el acceso o cobertura al servicio?</p> <p>4.2. ¿Cómo fueron priorizados? ¿Qué papel cumplió la comunidad?</p> <p>4.3. ¿Cómo ha sido la coordinación inter institucional con el gobierno local, departamental y nacional?</p> <p>4.4. ¿En qué medida el proceso logró el fortalecimiento de las organizaciones comunitarias? ¿Qué tanta apropiación tiene la comunidad de la obra realizada?</p>
5. Diálogo multinivel	<p>5.1. ¿Qué estrategias de comunicación ha implementado Territorios de Oportunidad en el corredor geográfico seleccionado? ¿Por qué se escogió esta iniciativa?</p> <p>5.2. ¿Qué medios de comunicación se han fortalecido? ¿Quiénes los conforman? ¿Qué tipo de apoyo (técnico, financiero) han recibido por parte de “Territorios de oportunidad”?</p> <p>5.3. ¿Qué tipo de contenidos producen? Nos puede dar algunos ejemplos.</p> <p>5.4. ¿Qué tanta libertad de expresión tiene los grupos de opinión en los debates públicos?</p> <p>5.5. ¿Se han visibilizado nuevos liderazgos (sociales, económicos, políticos) a partir de estas formas de comunicación?</p> <p>5.6. ¿Se han fortalecido iniciativas comunitarias territoriales? Nos puede dar un ejemplo.</p> <p>5.7. ¿Ha mejorado la confianza de la comunidad con los entes territoriales, el sector privado o el Gobierno Nacional?</p>
6. Desarrollo Territorial	<p>6.1. Considera que los proyectos apoyados por Territorios de oportunidad son: sostenibles, escalables, replicables. ¿Por qué?</p> <p>6.2. ¿Qué lecciones aprendidas de “Territorios de oportunidad” pueden ser aplicadas en planes de desarrollo territorial? (conceptuales, metodológicas, operativas)</p> <p>6.3. ¿Considera que los proyectos de “Territorios de oportunidad” pueden ser replicados en otros programas del orden nacional? (PDET, PNIS PISDA)</p> <p>6.4. ¿Cómo se ha visto afectado el programa por la emergencia sanitaria del COVID 19? ¿Qué acciones han tomado? ¿Qué aprendizajes han tenido?</p>
7. Recomendaciones y cierre	<p>7.1. ¿Cuáles son los principales retos que enfrenta Territorios de Oportunidad para el último año de operación?</p> <p>7.2. ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>7.3. ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>

GUÍA PARA GRUPO FOCAL CON ORGANIZACIONES BENEFICIARIAS DE CDLO

	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD</p>	<p>VI</p> <p>29/12/2020</p>
<p>ACTORES</p>	<p>GF7. GUIA PARA GRUPO FOCAL CON ORGANIZACIONES DE BASE COMUNITARIA BENEFICIARIAS DE CDLO</p>	<p>Duración:</p> <p>2 horas</p>
<p>Beneficiarios del programa como miembros de organizaciones de productores, Juntas de Acción Comunal, colectivos de producción digital, colectivos culturales o deportivos</p>		
<p>Mi nombre es.... y hago parte de la actividad MEL/ USAID. Actualmente nos encontramos realizando una evaluación independiente sobre el programa “Territorios de oportunidad”. Para nosotros es muy importante conocer sus percepciones, opiniones y recomendaciones sobre este Programa; no existen respuestas buenas o malas, nos interesa conocer su experiencia. Sus datos y opiniones son confidenciales y solamente van a ser usados para efectos de la investigación. ¿Podemos comenzar? ¿Podemos grabar la conversación para tener un registro y no perder la información? Sí No</p>		
<p>1. Presentación de los participantes</p>	<p>1.1 Me gustaría que iniciáramos presentándonos, el nombre, de qué vereda provienen, a qué asociación u organización pertenecen, y qué es lo que más les gusta de su municipio.</p>	
<p>2. Antecedentes</p>	<p>2.1. ¿Para ustedes qué es el programa “Territorios de oportunidad”? 2.2. ¿Cómo participan en el programa? ¿Cuánto tiempo llevan? 2.3. ¿Cómo se enteraron del programa “Territorios de oportunidad”?</p>	
<p>3. Desarrollo Económico ¿Cuáles han sido los aportes de Territorios de Oportunidad al desarrollo económico del municipio?</p>	<p>3.1. ¿Cuáles son las principales actividades económicas en este municipio (en esta vereda)? ¿Cuál es su principal fuente de ingresos actualmente? 3.2. ¿Cuáles son las principales actividades económica del municipio? ¿Qué porcentaje de la población se dedica a esas actividades? ¿Desde hace cuánto tiempo es la principal actividad económica del municipio? 3.3. ¿El programa “Territorios de oportunidad” ha apoyado estas actividades económicas? ¿De qué forma? (asistencia técnica, mejora de calidad, acuerdos comerciales, nuevos mercados) 3.4. ¿El programa ha facilitado algún tipo de infraestructura productiva? (centros de acopio, beneficio, post cosecha, transporte) 3.5. ¿El programa “Territorios de oportunidad” ha diversificado las actividades productivas en el municipio? ¿En qué actividades? (turismo, gastronomía, deporte, producción digital) 3.6. ¿Cómo fue el proceso para identificar estas nuevas actividades productivas? ¿Qué papel cumplió la comunidad en dicho proceso? 3.7. ¿Cómo se ha vinculado el sector privado en las actividades productivas tradicionales y nuevas? 3.8. ¿Qué participación han tenido los jóvenes en las actividades productivas apoyadas por “Territorios de oportunidad”? 3.9. ¿Qué participación han tenido las mujeres en las actividades productivas apoyadas por “Territorios de oportunidad”? 3.10. RESULTADOS: ¿se han incrementado sus ingresos? ¿Por qué sí o no?</p>	

<p>4. Desarrollo de capacidades ¿En qué medida la intervención de Territorios de Oportunidad ha fortalecido a las organizaciones y asociaciones locales?</p>	<p>4.1. ¿Usted hace parte de alguna asociación? ¿Qué es lo bueno de estar asociado? ¿Qué es lo malo de estar asociado?</p> <p>4.2. ¿Qué apoyo a recibido por parte de “Territorios de oportunidad” para fortalecer las capacidades operativas de su asociación?</p> <ul style="list-style-type: none"> i. Administrativas (Mejoramiento procedimientos, misión, objetivos estratégicos, personería jurídica) ii. Recursos humanos (descripción y manuales de funciones, procedimientos selección y vinculación asociados, capacitación para funciones específicas) iii. Gestión financiera (sistemas de contabilidad y auditoría, elaboración reportes financieros, distribución utilidades) iv. Gestión organizacional (planes estratégicos, planes de trabajo) <p>4.3. ¿Considera que la intervención de “Territorios de oportunidad” ha mejorado la confianza entre los asociados? ¿Ha mejorado la confianza con la comunidad? ¿Nos puede dar un ejemplo?</p> <p>4.4. ¿Alianzas o acuerdos entre asociaciones similares?</p>
<p>5. Provisión de bienes y servicios ¿Qué efecto ha tenido la intervención de Territorios de Oportunidad en proveer bienes y servicios a la población?</p>	<p>5.1. ¿En su municipio se han desarrollado procesos comunitarios para dotación de bienes y servicios apoyados por “Territorios de oportunidad”? ¿Qué tipo de bienes y servicios?</p> <p>5.2. ¿Por qué se escogió esta obra frente a otras posibles? ¿Cómo fue la participación de la comunidad para escoger esta obra? ¿Qué mecanismos de participación se utilizaron? ¿Quiénes participaron?</p> <p>5.3. ¿Qué papel cumplió la comunidad en el diseño y ejecución de la obra?</p> <p>5.4. ¿Qué aprendizajes tuvo la organización a partir de la ejecución de la obra? (Técnicos, administrativos, contabilidad, interventoría)</p> <p>5.5. ¿Qué interlocución tuvieron con los entes territoriales (Alcaldía, Gobernación) y con el Gobierno Nacional (ART, Plan 50/51)?</p>
<p>6. Diálogo Multinivel ¿Qué efectos ha tenido la intervención de comunicaciones de Territorios de Oportunidad</p>	<p>6.1. ¿Qué estrategias de comunicación ha implementado “Territorios de oportunidad” en su municipio?</p> <p>6.2. ¿Qué medios de comunicación se han fortalecido? ¿Quiénes los conforman? ¿Qué tipo de apoyo (técnico, financiero) han recibido por parte de “Territorios de oportunidad”?</p> <p>6.3. ¿Qué tipo de contenidos producen? Nos puede dar algunos ejemplos.</p> <p>6.4. ¿Qué tanta libertad de expresión tiene los grupos de opinión en los debates públicos?</p> <p>6.5. ¿Se han visibilizado nuevos liderazgos (sociales, económicos, políticos) a partir de estas formas de comunicación?</p> <p>6.6. ¿Se han fortalecido iniciativas comunitarias territoriales? Nos puede dar un ejemplo.</p> <p>6.7. ¿Se han visibilizado o fortalecido nuevos sectores económicos en su municipio? Nos puede dar un ejemplo.</p> <p>6.8. ¿Se han desarrollado redes locales o regionales de comunicación? ¿Cómo ha sido dicho proceso?</p> <p>6.9. ¿Ha mejorado la confianza de la comunidad con los entes territoriales, el sector privado o el Gobierno Nacional?</p>
<p>7. Desarrollo Territorial ¿Qué aportes ha tenido Territorios de Oportunidad</p>	<p>7.1. ¿Qué lecciones aprendidas de “Territorios de oportunidad” pueden ser aplicadas en planes de desarrollo territorial? (conceptuales, metodológicas, operativas)</p> <p>7.2. ¿Considera que los proyectos de “Territorios de oportunidad” pueden ser replicados en otros programas del orden nacional? (PDET, PNIS PISDA)</p> <p>7.3. ¿Cómo se ha visto afectada su organización por la emergencia sanitaria del COVID 19? ¿Cómo ha sido afectado su municipio? ¿Qué acciones han tomado? ¿Qué aprendizajes han tenido?</p>


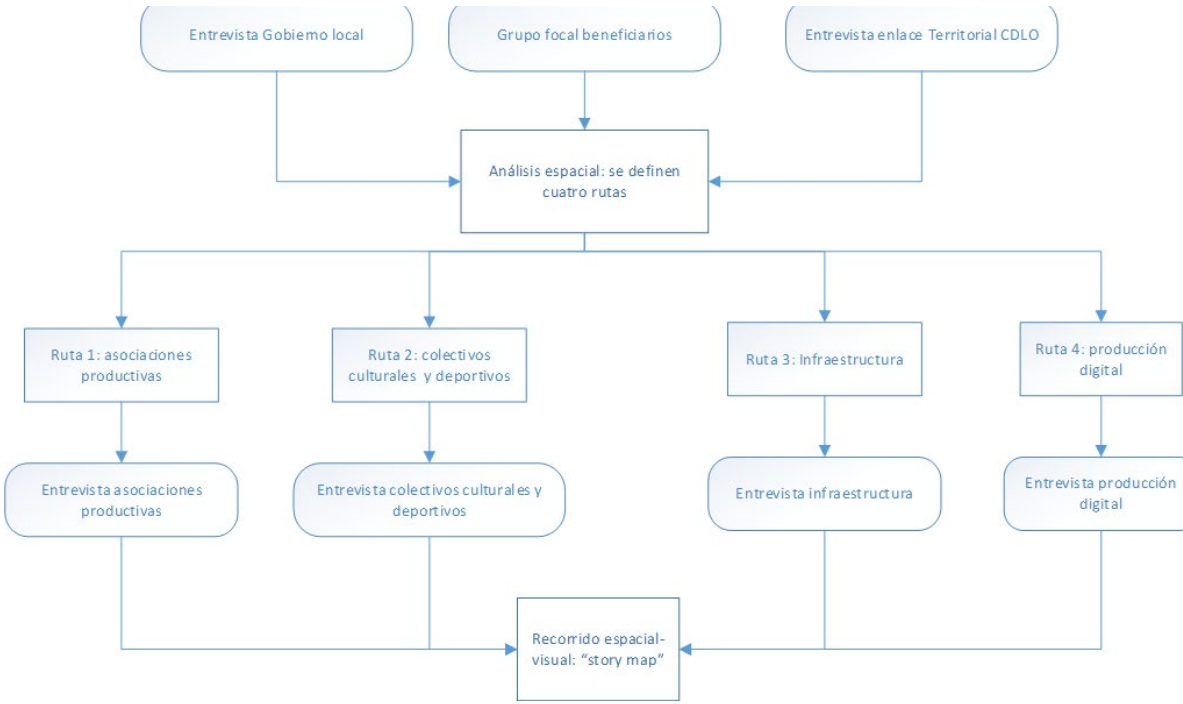
para el desarrollo territorial?	
8. Recomendaciones	<p>8.1 ¿Cuáles son las principales fortalezas de Territorios de Oportunidad?</p> <p>8.2 ¿Qué recomendaciones haría para mejorar programa en el tiempo que queda de implementación?</p> <p>8.3 ¿Qué acciones se pueden tomar para el proyecto sea sostenible una vez que salga el programa?</p>

GUÍA PARA TALLER DE CARTOGRAFÍA SOCIAL CON ORGANIZACIONES BENEFICIARIAS DE CDLO

	<p>EVALUACIÓN DE DESEMPEÑO</p> <p>PROGRAMA TERRITORIOS DE OPORTUNIDAD (CDLO)</p>	<p>VI</p> <p>29/12/2020</p>
ACTORES	TC8. GUIA PARA TALLER DE CARTOGRAFÍA SOCIAL CON ORGANIZACIONES DE BASE COMUNITARIA BENEFICIARIAS DE CDLO	<p>Duración:</p> <p>2 horas</p>
Beneficiarios del programa como Miembros de Asociaciones de productores, Juntas de Acción Comunal, producción digital y colectivas culturales o deportivos		
Descripción		
<p>Una vez terminado el grupo focal se ofrece un refrigerio y se da un descanso de quince minutos.</p> <p>Se retoma la actividad presentando cuatro mapas de los corredores geográficos seleccionados.</p> <p>Los participantes se dividen en cuatro grupos: infraestructura, asociaciones productivas, colectivos culturales o deportivos, y producción digital.</p> <p>A cada grupo se le reparten marcadores de diferentes colores y calcomanías que representan diferentes actividades relacionadas con el programa Territorios de Oportunidad.</p> <p>A cada grupo será acompañado por un facilitador y se le darán las siguientes instrucciones según sea el caso</p>		
GRUPO	PREGUNTAS	
1. Infraestructura	<p>1.1. ¿Dónde están ubicadas las obras de infraestructura?</p> <p>1.2. ¿A qué tipo de infraestructura corresponden?</p> <p>1.3. ¿Cuántas y cuáles veredas se ven beneficiadas por la obra?</p> <p>1.4. ¿Aproximadamente cuántas familias o personas se ven beneficiadas con la obra?</p> <p>1.5. ¿Cuánto tiempo tardaban el trayecto desde la vereda hasta el municipio antes de la obra?</p> <p>1.6. ¿Cuánto tiempo les toma ahora que la obra fue concluida?</p> <p>1.7. ¿Existen variaciones en épocas de lluvia o de verano, expréselo en tiempo (antes y después) o vías alternas si es el caso?</p>	

	<p>1.8. ¿Pueden transitar otros medios de transporte que antes no lo hacían?</p> <p>1.9. ¿Ha mejorado la frecuencia de transporte público?</p>
2. Asociaciones de productores	<p>2.1. ¿Dónde están ubicados los productores y que tipo de productos?</p> <p>2.2. ¿Dónde están ubicadas las asociaciones de productores?</p> <p>2.3. ¿Dónde están ubicados los centros de acopio?</p> <p>2.4. ¿Qué tipo de transporte se utiliza para llevar los productos al centro de acopio?</p> <p>2.5. ¿Qué impacto tiene el transporte en el precio del producto?</p> <p>2.6. ¿Qué tipo de empaque utiliza para la carga?</p> <p>2.7. ¿Qué tanto ha variado la producción en los últimos años: 2018, 2019, 2020?</p> <p>2.8. ¿Cuáles son los principales mercados de los productos?</p> <p>2.9. ¿Qué cantidad de producto se requiere salir a los mercados?</p>
3. Colectivos culturales, turismo y deportes	<p>3.1. ¿Dónde están ubicados los miembros del colectivo?</p> <p>3.2. ¿Cuántas personas lo conforman? ¿Genero? ¿edades?</p> <p>3.3. ¿Cómo ha variado el número de participantes en los últimos años: 2018, 2019, 2020?</p> <p>3.4. Turismo: ¿Cuáles son los principales destinos turísticos del municipio? ¿Han variado en los últimos años?</p> <p>3.5. Turismo: ¿De dónde vienen los turistas, lugar de procedencia?</p> <p>3.6. Turismo: ¿Qué variación han tenido los turistas en los últimos años: 2018, 2019, 2020?</p> <p>3.7. Gastronomía: ¿Dónde ofrecen los servicios de gastronomía (restaurantes)?</p> <p>3.8. Gastronomía: ¿De dónde provienen los ingredientes que utilizan?</p> <p>3.9. Gastronomía: ¿Quiénes son los principales consumidores? ¿Qué variación se ha dado en los últimos años: 2018, 2019, 2020?</p> <p>3.10. Deportes: ¿Cuántos torneos han realizado en los últimos años?</p> <p>3.11. Deportes: ¿Cuántas personas de la comunidad asisten a los torneos, de dónde vienen (veredas)?</p> <p>3.12. ¿Qué variación ha tenido la asistencia de la comunidad en los últimos años: 2018, 2019, 2020?</p> <p>3.13. Deportes: ¿Han participado en torneos en otros municipios o ciudades? ¿Cuáles? ¿Cuándo?</p>
4. Producción digital	<p>4.1. ¿Quiénes han participado en la iniciativa de producción digital?</p> <ul style="list-style-type: none"> i. Colectivos culturales ii. Deportivos iii. Opinión iv. Gobierno local v. Productores vi. Otros, cuales. <p>4.2. ¿Con qué tipo de producto? ¿Cada cuánto se realiza?</p> <p>4.3. ¿Qué tanto ha variado la producción digital en los últimos años: 2018, 2019, 2020?</p> <p>4.4. ¿A través de qué medios se difunden los contenidos que se producen?</p> <p>4.5. ¿Dónde se escuchan/ ven principalmente los contenidos que ustedes producen?</p> <p>4.6. ¿Cuáles productos han tenido una mayor aceptación? ¿Por qué?</p> <p>4.7. ¿Han establecido contacto con otros colectivos de producción digital? (a nivel municipal, regional, nacional o internacional)</p>
5. Cierre	<p>5.1 Una vez finalizado el ejercicio se reúnen todos los participantes nuevamente, cada grupo realiza una presentación del ejercicio (10 minutos por grupo).</p>

GUÍA PARA RECORRIDOS ETNOGRÁFICOS A ACTIVIDADES DE CDLO EJECUTADAS

	EVALUACIÓN DE DESEMPEÑO PROGRAMA TERRITORIOS DE OPORTUNIDAD	VI 29/12/2020
	RE9. GUIA PARA RECORRIDOS ETNOGRÁFICOS A ACTIVIDADES DE CDLO EJECUTADAS POR ORGANIZACIONES DE BASE COMUNITARIA	Duración: 8 horas
Descripción		
<p>A partir de las entrevistas semi estructuradas a funcionarios locales y enlace territorial CDLO, así como los grupos focales con diferentes beneficiarios se representa en un mapa del municipio las principales actividades del Programa Territorios de Oportunidad.</p> <p>Tomando como base dicha representación espacial se diseñan tres rutas donde se llevará a cabo los recorridos etnográficos, teniendo el acompañamiento de una persona de la región que servirá como “guía” durante el recorrido. Se deben plantear cuatro recorridos, uno para asociaciones productivas, otro para colectivos culturales y deportivos, un recorrido por obras de infraestructura, finalmente uno para producción digital. La idea es que en cada recorrido se realice la entrevista semi estructurada “in situ”.</p>		
		
Información de análisis especial		

Los recorridos etnográficos son muy importantes para obtener la información que servirá de insumo para el análisis espacial de la región. Durante el recorrido se tomarán fotos de los diferentes aspectos que se vayan encontrando: placas huella, canales, centros de acopio, recorridos turísticos, proceso de cocina y gastronomía, asistir a un a la producción de un programa de producción digital. Es importante que la cámara tenga activado el GPS para que la información quede adecuadamente georreferenciada para su posterior análisis.

Entrevistas etnográficas

Durante el recorrido se realizarán entrevistas etnográficas, tantas como sea posible, las cuales por definición no son estructuradas, parten de la observación e interacción directa entre el investigador y participante casual en su contexto natural. Son entrevistas cortas, no más de 10 minutos, que tratan sobre los cambios que perciben a partir de las actividades del programa.

Los participantes pueden ser: vecinos de las obras de infraestructura, agricultores que han participado en el programa, participantes de los colectivos culturales, asistentes a los eventos deportivos, transportadores, habitantes de los centros poblados, pequeños comerciantes, docentes, población en general que puede no tener una relación directa con el programa pero que habita en su zona de influencia. Puede ser de utilidad georreferenciar la entrevista vinculándola con una fotografía.

Toda la información recolectada será clasificada y ordenada en un software de información geográfica que nos permitirá visualizar diferentes rutas en el corredor geográfico seleccionado, lo que se conoce como un “story map”.

QUANTITATIVE INSTRUMENTS

ENCUESTA A DIRECTIVOS DE ORGANIZACIONES DE BASE COMUNITARIA

IPSOS - NAPOLEÓN FRANCO

ID

--

21-011809-01-03 -Territorios de Oportunidades V2.5

Abril 2020

Hora de inicio (formato militar):		Hora de terminación (formato militar):		Fecha de la encuesta:	DD	MM	AA
							21

DATOS DEL ENCUESTADOR / SUPERVISOR / COORDINADOR			
Entrevistador:		C.C.:	
Supervisor:		C.C.:	
Coordinador:		C.C.:	
Fecha de Supervisión: / / 2021		Fecha de Revisión: / / 2021	

Revisor de Critica
Nombre:

Revisada ____	Tabulada ____	Rev. Final ____
Supervisión:	Presencial 1	Directa Personal 2

C.C.:

	Directa Tel.	3	No supervisada	4
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Encuesta verificada	Sí	1	No	2
Nombre:				
C.C.				
Fecha Verificación:				

	Anulado	1	No contactado	4
RESULTADO	Observado	2	No colabora	5
	Efectivo	3		
TIPO VERIFICACIÓN	Presencial	1	Telefónica	2

(PROG: NO MOSTRAR AL ENCUESTADOR, TRAER DEL LLCC EL NOMBRE_ORGANIZACIÓN)

(PROG: NO MOSTRAR AL ENCUESTADOR, TRAER DEL CONTROL DE CUOTAS)) TIPO Y REGION (REGION ES VARIABLE DE

Buenos días, tardes, mi nombre es (ENC MENCIONE SU NOMBRE), y trabajo en estudio para IPSOS, una empresa privada dedicada a la investigación de mercados y de opinión pública. Actualmente nos encontramos desarrollando un estudio sobre las organizaciones que han participado en el programa Territorios de Oportunidad, para esto requerimos información de la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN), Usted fue escogido al ser un directivo o líder reconocido de esta organización, su aporte será valioso para los propósitos de la investigación, recuerde que todas las preguntas que se le realizará indagan sobre la visión de la organización, no sobre su propia opinión. Su participación es voluntaria, su identidad y las respuestas suministradas serán de carácter confidencial, ya que, los datos se utilizarán únicamente para fines estadísticos, Garantizamos confidencialidad de su identidad, de acuerdo al código de ética de ESOMAR y de la ley de Protección de Datos por los cuales nos regimos, usted podría ser contactado posteriormente a fines de control de calidad. Esta encuesta puede ser grabada o monitoreada como control interno de calidad. Su participación es muy valiosa porque contribuirá a la mejora de los programas de desarrollo territorial en Colombia, enfocado en el fortalecimiento de organizaciones como la suya. Por favor le agradecería que me diera unos 60 minutos de su tiempo para responder unas preguntas.

Para cualquier inquietud puede comunicarse con Cristina Querubín, correo Cristina.Querubin@ipsos.com en Bogotá.

F0. Con estas precisiones ¿acepta participar en la presente encuesta? (RU)

1. Sí	2. No (ENC: AGRADEZCA Y TERMINE) (PROG: TERMINE)
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F01. ¿Usted acepta ser grabado en esta encuesta? (RU)

1. Sí	2. No (PROG: DETENGA EL GRABADOR)
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CAPÍTULO I. PERFIL DEL DIRIGENTE DEL ENCUESTADO

I.I. Verificación del perfil

Q101. Usted actualmente ocupa algún cargo directivo o de liderazgo

dentro de esta organización (PROG: TRAER DE LLCC NOMBRE DE LA ORGANIZACIÓN), (ENC: LEA) (RU):

1. Sí	2. No
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(PROG: SI RESPONDE EN Q101 COD 2, TERMINE)

I.II. Identificación y lugar de vivienda del encuestado

Q102. ¿Cuál es su nombre completo (PROG: ABIERTA) (ENC: LEA)

1. Primer nombre	2. Segundo nombre (PROG: OPCIONAL)	3. Primer apellido	4. Segundo Apellido (PROG: OPCIONAL)

Q103. ¿Cuál es su identidad de género? (ENC: LEA) (RU)

1. Hombre	2. Mujer	89. Otra
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Q104. Cuántos años cumplidos tiene:

1. _____ (PROG: CAMPO NUMERICO, RANGO DE 18 EN ADELANTE, SI RESPONDE MENOS DE 18, TERMINAR LA ENCUESTA) (ENC: SI ES MENOR DE 18 AÑOS AGRADEZCA Y TERMINE)

Q105. En dónde vive usted actualmente (ENC: ESPONTÁNEA)

1. Departamento (RU)	(PROG: MUESTRE DESPLEGABLE DE LA LISTA DE DEPARTAMENTOS) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q105.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

Q106. Usted habita en: (ENC: LEA) (RU)

1. Cabecera municipal	2. Resto (zonas rurales-centros poblados y rural disperso)
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Q107. Hace cuánto tiempo vive en el municipio (PROG: TRAER RESPUESTA DE Q105.2) _____ (PROG: NUMERICA, ACEPTAR DE CERO "0" EN ADELANTE. NO ACEPTAR VALORES MAYORES AL REGISTRADO EN Q104) (ENC: PREGUNTE EL TIEMPO EN AÑOS)

Q108. De acuerdo con su cultura, pueblo o rasgos físicos, usted es o se reconoce como (ENC: LEA) (RU):

1. Indígena	2. Gitano(a) (ROM)	3. Negro (a), Mulato (a) (afrodescendiente), Afrocolombiano	4. Raizal del archipiélago de San Andrés, Providencia y Santa Catalina	5. Palenquero (a) de San Basilio	90. Ninguno
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Q109. ¿Cuál es el título o diploma de mayor nivel educativo que Usted ha recibido? (ENC: ESPONTÁNEA) (RU):

90. Ninguno	1. Primaria	2. Bachiller	3. Técnico o tecnológico	4. Universitario	5. Postgrado (especialización, maestría, doctorado)
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CAPÍTULO II. CARACTERIZACIÓN DE LA ORGANIZACIÓN

II.1. Cargo del encuestado dentro de la organización

(ENC: LEA) Previamente, me dijo que usted es directivo o líder de esta organización, ahora cuénteme...

Q201. Específicamente, ¿cuál es el cargo directivo que tiene dentro de esta organización? (ENC: LEA) (RU):

Presidente/Gerente/Director	2. Representante Legal	3. Vicepresidente	4. Secretario General	5. Fiscal/Auditor	6. Tesorero	89. Otro cargo directivo. ¿Cuál?
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Q202. Desde qué año ejerce este cargo: (ENC: SI LO HA EJERCIDO MÁS DE UNA VEZ, PREGUNTE POR LA ÚLTIMA VEZ QUE LO EJERCIÓ)

I. _____ (PROG: CAMPO NUMERICO, 4 DIGITOS DESDE 1920 HASTA 2021)

Q203. ¿Para realizar este trabajo, tiene usted algún tipo de contrato? (ENC: LEA) (RU)

1. Sí	2. No
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Q204. ¿Para realizar este trabajo, usted recibe algún pago? (ENC: LEA) (RU)

1. Sí	2. No
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II.2. Información de la organización

(ENC: LEA) Ahora, vamos a hablar sobre esta organización en la actualidad...

Q205. (ENC: ENTREGUE TARJETA Q205) De las siguientes opciones, cuál describe de mejor manera la naturaleza, dedicación o tipo de (PROG: TRAER DE LLCC NOMBRE DE LA ORGANIZACIÓN) (RU):

1. Asociación de productores y/o comercializadores
2. Junta de Acción Comunal -JAC
3. Asociación de JAC
4. Organización étnica (ej. consejos comunitarios de comunidades afrodescendientes, comunidades indígenas, etc.)
5. Veeduría ciudadana
6. Organizaciones de población desplazada, población retornada o población vulnerable
7. Grupo voluntario de trabajo con la comunidad o de apoyo para población necesitada
8. Grupo de conservación del medio ambiente
9. Grupo deportivo y/o cultural
10. Grupo de LGBTI
11. Grupo de mujeres
12. Grupos juveniles
13. Organizaciones educativas (asociación de padres de familia, grupos de estudiantes, etc.)
14. Junta de programación de emisoras comunitarias
15. Asociación de vigilancia y seguridad
16. Movimiento político

17. Sindicato
18. Grupos de comunicaciones
89. Otra ¿Cuál?

(ENC: LEA) A partir de su conocimiento de esta organización responda las siguientes preguntas...

Q206. A partir de los registros, aproximadamente, en la actualidad cuántos miembros (PROG: PREGUNTAR POR CADA OPCION DE Q206) tiene esta organización: (ENC: SI EL ENCUESTADO RESPONDE NO SABE O NO RESPONDE, DILIGENCIE “999”)

I. Totales	___ (PROG: NUMERICO, RANGO DE 0 A 999)	2. Activos	___ (PROG: NUMERICO, RANGO DE 0 A 999. EL NÚMERO DEBE SER IGUAL O MENOR A I. TOTALES)	3. Inactivos	___ (PROG: NUMERICO, RANGO DE 0 A 999. EL NÚMERO DEBE SER IGUAL O MENOR A I. TOTALES)
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(PROG: EN Q206 LA SUMA DE LOS CODIGOS 2+3 DEBE SER IGUAL A I. TOTALES. PERMITIR AVANCE SI SE MARCA 999 EN ALGUNA DE LAS OPCIONES)

Q207. Teniendo en cuenta que esta organización tiene (PROG: TRAER RESPUESTA DE Q206.2) miembros activos aproximadamente, qué porcentaje son... (PROG: PREGUNTAR POR CADA OPCION DE Q207):

I. Hombres	___ (PROG: NUMERICO, RANGO DE 0 A 100)	2. Mujeres	___ (PROG: NUMERICO, RANGO DE 0 A 100)	89. Otra identidad de género	___ (PROG: NUMERICO, RANGO DE 0 A 100)
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(PROG: EN Q207 LA SUMA DE LOS CODIGOS 1+2+89 DEBE SER IGUAL A 100)

92. (ENC: NO LEA) No sabe

Q208. Teniendo en cuenta que esta organización tiene (PROG: TRAER RESPUESTA DE Q206.2) miembros activos aproximadamente, qué porcentaje de estos se reconocen como (PROG: PREGUNTAR POR CADA OPCION DE Q208)

I. Indígenas	___ (PROG: NUMERICO, RANGO DE 0 A 100)	2. Negro (a)s, mulato (a)s (afrodescendiente), afrocolombianos	___ (PROG: NUMERICO, RANGO DE 0 A 100)	3. De otros grupos étnicos	___ (PROG: NUMERICO, RANGO DE 0 A 100)	4. Sin pertenencia a grupos étnicos	___ (PROG: NUMERICO, RANGO DE 0 A 100)
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(PROG: EN Q208 LA SUMA DE LOS CODIGOS 1+2+3+4 DEBE SER IGUAL A 100)

92. (ENC: NO LEA) No sabe

Q209. Aproximadamente, qué porcentaje de los miembros activos son...

I. Jóvenes (entre 18 y 30 años)	___ (PROG: NUMERICO, RANGO DE 0 A 100 Y 999)
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II.3. Localización de la organización

(ENC: LEA) Ahora vamos a hablar sobre la localización geográfica de esta organización

Q210. ¿En cuál municipio esta organización tiene mayor actividad económica o social?: (ENC: LEA)

1. Departamento (RU)	(PROG: TRAER DE DOCUMENTO LUGARES, LISTA DE DEPARTAMENTOS) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q210.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

Q211. Dentro del municipio (PROG: TRAER RESPUESTA DE Q210.2), ¿en qué zona se concentra la mayor actividad económica o social de esta organización? (ENC: LEA) (RU)

1. Cabecera municipal	2. Resto (zonas rurales-centros poblados y rural disperso)
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Q212. Esta organización tiene actividades en otros municipios (ENC: LEA) (RU)

1. Si	2. No
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(PROG: SI RESPONDE EN Q212 COD 1 MUESTRE Q213, DE LO CONTRARIO PASE A Q214)

Q213. Todos los municipios diferentes a (PROG: TRAER RESPUESTA DE Q210.2) donde esta organización tiene actividad ¿pertenecen al departamento de (PROG: TRAER RESPUESTA DE Q210.1)? (ENC: LEA) (RU)

1. Si	2. No
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II.4. Actividades de territorios de oportunidad en las que participa la organización

Q214. Usted sabe si esta organización ha participado en el programa Territorios de Oportunidad (ENC: LEA) (RU)

1. Sí

2. No

(PROG: SI EN Q214 RESPONDE COD 2, PARA CADA ORGANIZACIÓN TRAER DE LLCC LAS SIGUIENTES VARIABLES Y MOSTRAR CON LA SIGUIENTE ESTRUCTURA)

ActivityName1	GeneralObjective1
ActivityName2	GeneralObjective2
ActivityName3	GeneralObjective3

(ENC: MUESTRE LA TABLET AL ENCUESTADO PARA QUE PUEDA LEER INFORMACIÓN. MENCIONE AL ENCUESTADO QUE ESTAS SON LAS ACTIVIDADES DE LA ORGANIZACIÓN APOYADAS POR TERRITORIOS DE OPORTUNIDAD UNA VEZ TERMINE DE LEER PIDA QUE DEVUELVA LA TABLET)

Q215. (ENC: ENTREGUE TARJETA Q215) De las siguientes opciones, ¿cuál(es) describe(n) de mejor manera los componentes o áreas de las actividades de Territorios de Oportunidad en las que esta organización ha participado? (RM)

1. Fortalecimiento de las capacidades internas de la organización	2. Fortalecimiento de las actividades económicas	3. Gestión de infraestructura (por ejemplo, placa huella en vía, alcantarillas en vías provisión de energía, infraestructura educativa, de salud o para la producción, entre otras)	4. Participación y diálogo con otras organizaciones o entidades públicas y privadas	5. Medios de comunicación, (por ejemplo, radio, televisión, prensa, redes sociales, entre otras).	93. NS/NR (PROG: EXCLUYENTE)
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Q216. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con la siguiente afirmación. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
I. Las actividades de Territorios de Oportunidad responden a las necesidades de esta organización	1	2	3	4	5

Q217. ¿En cuál de las veredas del municipio (PROG: TRAER RESPUESTA DE Q210.2) donde esta organización ha trabajado con Territorios de Oportunidad se concentra la mayor actividad económica o social de esta organización? (ENC: ESPONTANEA) (RU)

(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q210.2)

89. Otra ¿Cuál? ____

998 No sabe

999 No responde

(PROG: SI EN Q217 RESPONDE COD 89 Ó 998, Ó 999, MUESTRE Q218 DE LO CONTRARIO, PASE A Q219)

Q218. De las siguientes veredas del municipio (PROG: TRAER RESPUESTA DE Q210.2), en cuál considera usted que se concentra la mayor actividad económica y social de esta organización ENC: MUESTRE LA TABLET AL ENCUESTADO PARA QUE SELECCIONE LA RESPUESTA, UNA VEZ SELECCIONE LA RESPUESTA PIDA LA TABLET DE REGRESO) (RU)

(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q210.2)

Q219. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con la siguiente afirmación (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
I. Las actividades de Territorios de Oportunidad en las que su organización participa responden a las necesidades de la vereda (PROG: TRAER RESPUESTA	1	2	3	4	5

DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)						
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CAPÍTULO IV. CAPACIDADES DE LAS ORGANIZACIONES

IV.1. Gobernabilidad

ENC: LEA (PROG: SI Q215==1 MUESTRE: Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con PROG: INSERTE RESPUESTA EN Q215.1) Vamos a hablar sobre la estructura y conformación de esta organización ...

Q401. ¿Esta organización cuenta con una junta directiva o administrativa, consejo directivo o directorio? (ENC: LEA) (RU)

1. Sí	2. No
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Q402. ¿Esta organización cuenta con? (ENC: LEA) (RM)

1. Presidente	2. Vicepresidente	3. Secretario General	4. Tesorero	5. Contador/Revisor Fiscal	89. Otro. ¿Cuál?
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Q402.1 ¿Cuántos directivos tienen esta organización? (PROG: NUMERICO, RANGO DE 0 A 999. EL NÚMERO REGISTRADO DEBE SER IGUAL O MENOR AL REGISTRADO EN Q206.2)

Q403. Del total de los directivos, ¿cuántos de ellos son... (ENC: LEA) (RU)

I. Hombres	___ (PROG: NUMERICO, RANGO DE 0 A 999)	2. Mujeres	___ (PROG: NUMERICO, RANGO DE 0 A 999)	89. Otra identidad de género	___ (PROG: NUMERICO, RANGO DE 0 A 999)
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PROG: AL MENOS UNA OPCION DE Q403 DEBE VENIR CON COD DIFERENTE DE 0 O 999. LA SUMA DE Q403.1, Q403.2 Y Q403.3 DEBE SER IGUAL A Q402.1

Q404. Cuántos de los actuales directivos de esta organización son (ENC: LEA OPCIONES Y ESCRIBA EL NUMERO CORRESPONDIENTE PARA CADA OPCION, SI, NO RESPONDE O NO SABE ESCRIBA 999)

I. Menores de 30 años	___ (PROG: NUMERICO, RANGO DE 0 A 999)	2. Entre 30 años y 60 años	___ (PROG: NUMERICO, RANGO DE 0 A 999)	3. Mayores de 60 años	___ (PROG: NUMERICO, RANGO DE 0 A 999)
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(PROG: AL MENOS UNA OPCION DE Q404 DEBE VENIR CON COD DIFERENTE DE 0 O 999. LA SUMA DE Q404.1, Q404.2 Y Q404.3 DEBE SER IGUAL A Q402.1)

Q405. ¿Cada cuánto se reúnen los directivos? (ENC: ESPONTÁNEA) (RU):

1. Semanal
2. Mensual
3. Trimestral (cada tres meses)
4. Semestral (cada seis meses)
5. Anual (cada año)

6. Nunca

(PROG: SI EN Q405 RESPONDIÓ COD DIFERENTE A 6 MUESTRE Q406, DE LO CONTRARIO, PASE A Q407)

Q406. Usualmente, ¿registran actas de dichas reuniones? (ENC: LEA) (RU)

1. Sí

2. No

Q407. Cuál es el PRINCIPAL medio de comunicación por el cual las decisiones tomadas por los directivos de la organización son socializadas con los asociados o miembros (ENC: LEA) (RU):

1. Reuniones o asambleas

2. Boletines o folletos escritos

3. Redes sociales

4. Perifoneo

5. Voz a voz

6. No se socializan

89. Otro. Cuál.

Q408. ¿Con qué frecuencia se realizan asambleas o reuniones generales con todos o la mayoría de los miembros de la organización? (ENC: ESPONTÁNEA) (RU)

1. Semanal

2. Mensual

3. Trimestral (cada tres meses)

4. Semestral (cada seis meses)

5. Anual (cada año)

6. Nunca

(PROG: SI EN Q408 RESPONDIÓ COD DIFERENTE A 6, MUESTRE Q409, DE LO CONTRARIO, PASE A Q410)

Q409. Usualmente, ¿registran actas de dichas asambleas? (ENC: LEA) (RU)

1. Sí	2. No
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Q410. Principalmente, ¿quién toma las decisiones sobre (ENC: LEA) (RU)

	El presidente	Junta Directiva	Asamblea de asociados o miembros
1. Elección, nombramiento de directivos, administrativos y/o operativos?	1	2	3
2. Definición de procesos de contratación?	1	2	3
3. Definir temas prioritarios para la organización en la actualidad y en el largo plazo?	1	2	3
4. Manejo de los recursos financieros?	1	2	3
5. Resolver diferencias o conflictos entre asociados o miembros de la organización?	1	2	3

IV.2. Administrativas

(ENC: LEA) Vamos a hablar sobre las capacidades administrativas de esta organización ...

Q411. ¿En qué año comenzó a funcionar la organización? _____ (PROG: NUMERICO, 4 DIGITOS ENTRE 1900 Y 2021 Y 999)

Q412. ¿Tiene certificado de Cámara de Comercio? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q412 RESPONDIÓ COD I, MUESTRE Q413, DE LO CONTRARIO, PASE A Q414)

Q413. En qué año obtuvo el certificado de Cámara de Comercio: (PROG: NUMÉRICO 1920 A 2021. EL VALOR DEBE SER IGUAL O MAYOR AL DE Q411)

92. (ENC: NO LEA) No sabe

(PROG: SI EN Q412 RESPONDIÓ COD I, PASE A Q416)

Q414. ¿La organización cuenta con personería jurídica? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q414 RESPONDIÓ COD I, MUESTRE Q415, DE LO CONTRARIO, PASE A Q416)

Q415. Cuál es el año de legalización de la personería jurídica de la organización: (PROG: NUMÉRICO 1920 A 2021. EL VALOR DEBE SER IGUAL O MAYOR AL DE Q411)

92. (ENC: NO LEA) No sabe

Q416. Esta organización cuenta con documentación escrita de (PROG: FRASES DE Q416) (ENC: LEA) (RU)					Q417. ¿Cuándo fue la última vez que fue actualizada esta documentación (PROG: FRASES DE Q416)? (ENC: ESPONTÁNEA) (RU)			
FRASES	Sí	No	NS/NR	No aplica	Hace menos de un año	Entre 1 y 3 años	Más de tres años	NS/NR
1. Procedimiento de adquisición de bienes y/o servicios	1.	2.	93.	94.	1. (PROG: Pase Q416.2)	2. (PROG: Pase Q416.2)	3. (PROG: Pase Q416.2)	93. (PROG: Pase Q416.2)

	(PROG: Pase Q417.1)	(PROG: Pase Q416.2)	(PROG: Pase Q416.2)	(PROG: Pase Q416.2)				
2. Inventarios o sistemas de control de su patrimonio, bienes, activos o recursos fijos	1. (PROG: Pase Q417.2)	2. (PROG: Pase Q418)	93. (PROG: Pase Q418)	94. (PROG: Pase Q418)	1. (PROG: Pase Q418)	2. (PROG: Pase Q418)	3. (PROG: Pase Q418)	93. (PROG: Pase Q418)

IV.3. Recurso físico

(ENC: LEA) Vamos a hablar brevemente sobre los principales recursos fijos de esta organización

Q418. Con qué tipo de infraestructura cuenta esta organización (ENC: LEA) (RM)

1. Oficina administrativa
2. Espacio para reuniones
3. Infraestructura productiva (ej. Terreno productivo, centro de acopio, planta de procesamiento, almacén o sitio de ventas)
90. Ninguna
89. Otro. Cuál

(PROG: PREGUNTAR Q419 PARA CADA RESPUESTA DE Q418)

Q419. Desde 2018, la (PROG: TRAER CADA RESPUESTA DE Q418) ha(n) sufrido algún cambio (ENC: ESPONTÁNEA) (RU):

1. No hubo ningún cambio
2. Construyeron o instalaron nueva infraestructura
3. Ampliaron la infraestructura existente
4. Rehabilitaron o mejoraron la infraestructura existente
5. Se le realizó mantenimiento básico a la infraestructura existente

IV.4. Planeación

(ENC: LEA) Vamos a hablar sobre las capacidades de planeación de esta organización ...

Q420. Esta organización ha definido y socializado entre todos sus miembros o asociados (PROG: FRASES DE Q420) (ENC: LEA) (RU)					Q421. ¿Cuándo fue la última vez que fue actualizado PROG: FRASES DE Q420) ? (ENC: ESPONTÁNEA) (RU):			
FRASES	Sí	No	NS/NR	No aplica	Hace menos de un año	Entre 1 y 3 años	Más de tres años	NS/NR
1. Principios de la organización: misión, visión y valores	1. (PROG: Pase Q421.1)	2. (PROG: Pase Q420.2)	93. (PROG: Pase Q420.2)	94. (PROG: Pase Q420.2)	1. (PROG: Pase Q420.2)	2. (PROG: Pase Q420.2)	3. (PROG: Pase Q420.2)	93. (PROG: Pase Q420.2)
2. Plan de acción: metas, objetivos, actividades, riesgos, obstáculos y/o cronograma	1. (PROG: Pase Q421.2)	2. (PROG: Pase Q422)	93. (PROG: Pase Q422)	94. (PROG: Pase Q422)	1. (PROG: Pase Q422)	2. (PROG: Pase Q422)	3. (PROG: Pase Q422)	93. (PROG: Pase Q422)

Q422. Esta organización ha realizado ejercicios de (PROG: FRASES DE Q422) (ENC: LEA) (RU)					Q423. ¿Cuándo fue la última vez que se realizó este tipo de ejercicio (PROG: FRASES DE Q422)? (ENC: ESPONTÁNEA) (RU):			
FRASES	Sí	No	NS/NR	No aplica	Hace menos de un año	Entre 1 y 3 años	Más de tres años	NS/NR
2. Planeación de largo plazo	1. (PROG: Pase Q423.2)	2. (PROG: Pase Q422.3)	93. (PROG: Pase Q422.3)	94. (PROG: Pase Q422.3)	1. (PROG: Pase Q422.3)	2. (PROG: Pase Q422.3)	3. (PROG: Pase Q422.3)	93. (PROG: Pase Q422.3)
3. Diseño e implementación de nuevas líneas de negocio o de servicio	1. (PROG: Pase Q423.3)	2. (PROG: Pase Q424)	93. (PROG: Pase Q424)	94. (PROG: Pase Q424)	1. (PROG: Pase Q424)	2. (PROG: Pase Q424)	3. (PROG: Pase Q424)	93. (PROG: Pase Q424)

IV.5. Recursos Humanos

(ENC: LEA) Vamos a hablar sobre la gestión de recursos humanos dentro de esta organización ...

Q424. Dentro de los estatutos o documentación escrita de esta organización, se cuenta con:(PROG: FRASES DE Q424) (ENC: LEA) (RU)					Q425. ¿Cuándo fue la última vez que fue actualizado esta documentación (PROG: FRASES DE Q424)? (ENC: ESPONTÁNEA) (RU):			
FRASES	Sí	No	NS/NR	Y. No aplica	Hace menos de un año	Entre 1 y 3 años	Más de tres años	NS/NR
1. Funciones para el personal directivo, administrativo y/o operativo	1. (PROG: Pase Q425.1)	2. (PROG: Pase Q424.2)	93. (PROG: Pase Q424.2)	94. (PROG: Pase Q424.2)	1. (PROG: Pase Q424.2)	2. (PROG: Pase Q424.2)	3. (PROG: Pase Q424.2)	93. (PROG: Pase Q424.2)

2. Funciones para los asociados de la organización que no tienen cargos directivos, administrativos u operativos	1. (PROG: Pase Q425.2)	2. (PROG: Pase Q424.3)	93. (PROG: Pase Q424.3)	94. (PROG: Pase Q424.3)	1. (PROG: Pase Q424.3)	2. (PROG: Pase Q424.3)	3. (PROG: Pase Q424.3)	93. (PROG: Pase Q424.3)
3. Política de elección y conservación de los directivos y asociados.	1. (PROG: Pase Q425.3)	2. (PROG: Pase Q426)	93. (PROG: Pase Q426)	94. (PROG: Pase Q426)	1. (PROG: Pase Q426)	2. (PROG: Pase Q426)	3. (PROG: Pase Q426)	93. (PROG: Pase Q426)

IV.6. Gestión financiera

(ENC: LEA) Vamos a hablar sobre la gestión financiera de esta organización ...

Q426. Esta organización cuenta con (PROG: FRASES DE Q426) (ENC: LEA) (RU):					Q427. ¿Cuándo fue la última vez que fue actualizado esta documentación (PROG: FRASES DE Q426)? (ENC: ESPONTÁNEA) (RU):			
FRASES	Sí	No	NS/NR	No aplica	Hace menos de un año	Entre 1 y 3 años	Más de tres años	NS/NR
1. Informes regulares del balance financiero.	1. (PROG: Pase Q427.1)	2. (PROG: Pase Q426.2)	93. (PROG: Pase Q426.2)	94. (PROG: Pase Q426.2)	1. (PROG: Pase Q426.2)	2. (PROG: Pase Q426.2)	3. (PROG: Pase Q426.2)	93. (PROG: Pase Q426.2)
2. Presupuesto	1. (PROG: Pase Q427.2)	2. (PROG: Pase Q426.3)	93. (PROG: Pase Q426.3)	94. (PROG: Pase Q426.3)	1. (PROG: Pase Q426.3)	2. (PROG: Pase Q426.3)	3. (PROG: Pase Q426.3)	93. (PROG: Pase Q426.3)

3. Una estrategia o plan de recaudación de fondos	I. (PROG: Pase Q427.3)	2. (PROG: Pase Q426.4)	93. (PROG: Pase Q426.4)	94. (PROG: Pase Q426.4)	I. (PROG: Pase Q426.4)	2. (PROG: Pase Q426.4)	3. (PROG: Pase Q426.4)	93. (PROG: Pase Q426.4)
4. Una cuenta bancaria	I. (PROG: Pase Q427.4)	2. (PROG: Pase Q426.5)	93. (PROG: Pase Q426.5)	94. (PROG: Pase Q426.5)	I. (PROG: Pase Q426.5)	2. (PROG: Pase Q426.5)	3. (PROG: Pase Q426.5)	93. (PROG: Pase Q426.5)
5. Plan de negocio de la principal o mayoría de actividades económicas que desarrolla esta organización	I. (PROG: Pase Q427.5)	2. (PROG: Pase Q426.6)	93. (PROG: Pase Q426.6)	94. (PROG: Pase Q426.6)	I. (PROG: Pase Q426.6)	2. (PROG: Pase Q426.6)	3. (PROG: Pase Q426.6)	93. (PROG: Pase Q426.6)
6. Sistema de contabilidad	I. (PROG: Pase Q427.6)	2. (PROG: Pase Q429)	93. (PROG: Pase Q429)	94. (PROG: Pase Q429)	I. (PROG: Pase Q428)	2. (PROG: Pase Q428)	3. (PROG: Pase Q428)	93. (PROG: Pase Q428)

Q428. El sistema de contabilidad más usado por esta organización es (ENC: LEA) (RU):

I. Manual	2. Sistematizado
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Q429. (ENC: ENTREGUE TARJETA Q429) Desde 2018, del total de recursos financieros o dinero que esta organización maneja, aproximadamente, diga qué porcentaje sobre el total proviene de las fuentes que aparecen en la tarjeta que le acabo de entregar (PROG: CAMPOS NUMERICOS ENTRE 0 Y 100, LA SUMA DE TODOS LOS CODIGOS DEBE SER IGUAL A 100)

1. Contribución de los miembros o asociados
2. Aportes de entidades públicas
3. Venta de productos o servicios
4. Gestión de créditos
5. Aportes de Territorios de Oportunidad
6. Aportes de otros privados o entidades de cooperación
89. Otras fuentes

Q430. Desde 2018, los recursos financieros han (ENC: LEA) (RU):

1. Aumentado	2. Disminuido	4. Sigue igual	93. NS/NR
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IV.7. Transversales

(ENC: LEA) Teniendo en cuenta lo que me cuenta de las capacidades internas de esta organización relacionadas con la estructura directiva, la administración, la planeación, los recursos fijos, recursos humanos y la gestión financiera, desde el punto de vista de esta organización...

Q431. Desde 2018, de quién(es) ha recibido apoyo para fortalecer dichas capacidades (ENC: LEA) (RM):

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: SI EN Q205 MARCÓ 2, MOSTRAR "Otra Junta de Acción Comunal; SI NO MARCÓ	89. Otro ¿Cuál?	90. Ninguno
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						CÓD 2 EN Q205 "Junta de Acción Comunal"		
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(PROG: SI EN Q43 I RESPONDIÓ COD 5, MUESTRE Q432, DE LO CONTRARIO, PASE A Q435)

Q432. (ENC: ENTREGUE TARJETA Q432) Utilizando esta tarjeta, por favor dígame, ¿En qué tipo de capacidades ha recibido apoyo desde Territorios de Oportunidad? (RM):

1. Capacidades de gobernabilidad: estructura organizativa, relación entre directivos y asociados, o toma de decisiones -
2. Capacidades administrativas: personería jurídica, procedimientos de adquisición e inventario de bienes y/o servicios
3. Recursos fijos: Oficina, centro de reuniones, infraestructura productiva
4. Capacidades de planeación: principios de la organización, plan de acción, planes de largo plazo o estratégicos, líneas de negocio o servicio
5. Recursos Humanos: Definición de funciones, selección y conservación de directivos y asociados,
6. Gestión Financiera: Sistema de contabilidad, balances, auditorias, recaudación de fondos, plan de negocio y fuente de ingresos.
89. Otro. ¿Cuál?

Q433. Durante su participación en Territorios de Oportunidad, esta organización ha hecho cambios importantes en (ENC: LEA) (RM):

1. Los estatutos, naturaleza jurídica o en el objeto social
2. Los productos o servicios ofrecidos
3. Las fuentes de recursos
4. Organización o creación de comités de trabajo

89. Otro. ¿Cuál?

(PROG: PREGUNTAR Q434 PARA CADA RESPUESTA DE Q432)

Q434. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. Responda qué tan de acuerdo está con las siguientes afirmaciones relacionadas el apoyo le ha brindado Territorios de Oportunidad a esta organización en fortalecimiento de capacidades internas (ENC: LEA) (RU):

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. RESPONDE TOTALMENTE a las principales necesidades de fortalecimiento interno de esta organización	1	2	3	4	5
2. Es SUFICIENTE para satisfacer las PRINCIPALES necesidades de fortalecimiento interno de esta organización	1	2	3	4	5

Q435. (ENC: ENTREGUE TARJETA Q435). Utilizando esta tarjeta, por favor dígame, actualmente, ¿qué tipo de capacidades son prioritarias para ser fortalecidas dentro de esta organización? (ENC: LEA-Tarjeta) (RM):

1. Capacidades de gobernabilidad: estructura organizativa, relación entre directivos y asociados, o toma de decisiones
2. Capacidades administrativas: personería jurídica, procedimientos de adquisición e inventario de bienes y/o servicios
3. Recursos fijos: Oficina, centro de reuniones, infraestructura productiva
4. Capacidades de planeación: principios de la organización, plan de acción, planes de largo plazo o estratégicos, líneas de negocio o servicio
5. Recursos Humanos: Manuales de funciones, selección y conservación de personas y asociados,
6. Gestión Financiera: Sistema de contabilidad, balances, auditorias, recaudación de fondos, plan de negocio y fuente de ingresos.

89. Otro. ¿Cuál?

CAPÍTULO V. DESARROLLO ECONÓMICO

V. I. Identificación de actividad e ingresos

PROG: SI Q215==2 O Q215==5 MUESTRE: Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con PROG: INSERTE RESPUESTA EN Q215.2 SI Q215==2 Y RESPUESTA EN Q215.5 SI Q215==5

Q502. (ENC: ENTREGUE TARJETA Q502) Utilizando esta tarjeta por favor dígame ¿cuáles son las TRES principales actividades que realiza esta organización, indíquelas por orden de importancia (Siendo 1 la más importante), ESCRIBA EL ORDEN DE IMPORTANCIA 1,2,3, RECUERDELE QUE SON LOS 3 PRINCIPALES) (RM): (PROG: CAMPOS NÚMERICOS 1 A 3. SI SOLO MARCA 1 OPCION, PERMITIR PASAR ESCRIBIENDO 1, SI SOLO MARCA 2 OPCIONES, PERMITIR PASAR ESCRIBIENDO 1 Y 2)

1. Agropecuaria (producción agrícola- ej. café, cacao, coco, frutas, etc.- producción pecuaria, -ej. Ganadería, piscicultura, etc.-)

2. Artesanías

3. Servicios de turismo (alojamiento, servicio de guía, agencias de viaje, recreacionistas, etc.)

4. Actividades musicales y otras expresiones artísticas o culturales

5. Actividades deportiva o de recreación

6. Actividades de servicios de alimentos y restaurantes (cocineros, meseros, panaderos, etc.)
7. Industria manufacturera
8. Comercio de productos al por menor o al por mayor
9. Servicios informáticos y de telecomunicaciones, producción de contenidos comunicacionales y/o publicitarios.
10. Administración u operación de proyectos sobre infraestructura productiva
11. Administración u operación de proyectos sobre infraestructura para la movilidad
89. Otro ¿Cuál?

Q508. Desde 2018, para el desarrollo de la actividad principal de esta organización (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO I), han recibido apoyo con (PROG: FRASES DE Q508) (ENC: LEA) (RU):					Q509. De quiénes han recibido recursos (en dinero o trabajo) para (PROG: FRASES DE Q508) (ENC: LEA) (RM):							
FRASES	Sí	No	NS/NR	No aplica	Gobierno Nacional	Gobierno local	Otras organizaciones comunitarias	Sector privado	Programa Territorios de Oportunidad	Cooperación internacional	(PROG: SI EN 205 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de	Otro ¿Cuál?

											Acción Comunal")	
1. Asistencia técnica o capacitaciones	1. (PROG : Pase Q509.1)	2. (PROG : Pase Q508.2)	93. (PROG: Pase Q508.2)	94. (PROG : Pase Q508.2)	1. (PROG: Pase Q508.2)	2. (PROG: Pase Q508.2)	3. (PROG: Pase Q508.2)	4. (PROG : Pase Q508.2)	5. (PROG: Pase Q508.2)	6. (PROG: Pase Q508.2)	7. (PROG: Pase Q508.2)	89. (PROG : Pase Q508.2)
2. Financiamiento directo	1. (PROG : Pase Q509.2)	2. (PROG : Pase Q508.3)	93. (PROG: Pase Q508.3)	94. (PROG : Pase Q508.3)	1. (PROG: Pase Q508.3)	2. (PROG: Pase Q508.3)	3. (PROG: Pase Q508.3)	4. (PROG : Pase Q508.3)	5. (PROG: Pase Q508.3)	6. (PROG: Pase Q508.3)	7. (PROG: Pase Q508.3)	89. (PROG : Pase Q508.3)
3. Crédito	1. (PROG : Pase Q509.3)	2. (PROG : Pase Q508.4)	93. (PROG: Pase Q508.4)	94. (PROG : Pase Q508.4)	1. (PROG: Pase Q508.4)	2. (PROG: Pase Q508.4)	3. (PROG: Pase Q508.4)	4. (PROG : Pase Q508.4)	5. (PROG: Pase Q508.4)	6. (PROG: Pase Q508.4)	7. (PROG: Pase Q508.4)	89. (PROG : Pase Q508.4)
4. Equipos/maquinaria o insumos/ materias primas para la producción de su producto o servicio	1. (PROG : Pase 509.4)	2. (PROG : Pase Q508.5)	93. (PROG: Pase Q508.5)	94. (PROG : Pase Q508.5)	1. (PROG: Pase Q508.5)	2. (PROG: Pase Q508.5)	3. (PROG: Pase Q508.5)	4. (PROG : Pase Q508.5)	5. (PROG: Pase Q508.5)	6. (PROG: Pase Q508.5)	7. (PROG: Pase Q508.5)	89. (PROG : Pase Q508.5)
5. Comercialización o divulgación del producto o	1.	2.	93.	94.	1.	2.	3. (PROG: Pase Q501)	4.	5. (PROG: Pase Q501)	6. (PROG: Pase Q501)	7. (PROG: Pase Q501)	89.

servicio de esta organización	(PROG : Pase 509.5)	(PROG : Pase Q501)	(PROG: Pase Q501)	(PROG : Pase Q501)	(PROG: Pase Q501)	(PROG: Pase Q501)		(PROG : Pase Q501)					(PROG : Pase Q501)
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Q501. ¿Esta organización tiene o realiza alguna actividad por la que ha recibido o genera ingresos o recursos económicos? (ENC: LEA) (RU):

1. Sí	2. No
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(PROG: SI EN Q501 RESPONDIÓ COD I MUESTRE Q503. DE LO CONTRARIO PASE A Q522)

(ENC: LEA) Vamos a hablar acerca de la principal actividad de esta organización: (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO 1)

Q503 Por el desarrollo de (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO 1), ¿desde qué año recibe o genera ingresos esta organización?

1.Año (PROG: NUMERICO, 4 DIGITOS NO SUPERIOR A 2021. EL VALOR DEBE SER IGUAL O MAYOR AL REGISTRADO EN Q411)

Q504. Al final de cada año, esta organización calcula las ganancias, utilidades o excedentes producto de (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO 1) (ENC: LEA) (RU):

1. Sí	2. No
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(PROG: SI EN Q504 RESPONDIÓ COD I MUESTRE Q505, DE LO CONTRARIO, PASE A Q510)

Q505. Durante el último año, (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO 1) le dejó ganancias, utilidades o excedentes a esta organización (ENC: LEA) (RU):

1. Sí	2. No
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(PROG: SI EN Q505 RESPONDIO COD I MUESTRE Q506, DE LO CONTRARIO, PASE A Q510)

Q506. Cuál fue el porcentaje de esta ganancia, utilidad o excedente (ingresos menos gastos) sobre el ingreso total de (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO I):

I. ____ (PROG: NUMERICO, RANGO DE 0 A 100 Y 999)

(PROG: SI EN Q506 RESPONDIO NUMERO ENTRE 0 Y 100 MUESTRE Q507, DE LO CONTRARIO, PASE A Q510)

Q507. Desde 2018, esta ganancia, utilidad o excedente de (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO I) ha (ENC: LEA) (RU):

1. Aumentado	2. Disminuido	3. Sigue igual	93. NS/NR
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V.2. Dinamización de la economía social y aprovechamiento de oportunidades

(ENC: LEA) Vamos a continuar conversando de la principal actividad económica (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO I).

Q510 Actualmente, esta organización tiene acuerdos económicos o negocios (de carácter productivo, comerciales, etc.) con (PROG: FRASES DE Q510) (ENC: LEA) (RU):			Q511. Cuántos acuerdos económicos o negocios tiene con (PROG: FRASES DE Q510)	Q512. Cuál es el nombre de su principal aliado de (PROG: FRASES DE Q510)	Q513. Para la realización de dicho acuerdo o alianza con (PROG: FRASES DE Q510), ¿la organización fue apoyada por el programa Territorios de Oportunidad? (ENC: LEA) (RU):	
FRASES	Sí	No	_____(PROG: NUMERICO RANGO DE 1 A 100)	_____(PROG: ABIERTA)	Sí	No
I. Organización(es) o empresa(s) privada(s)	I.	2.	(Pase Q512.1)	(PROG: Pase Q513.1)	I. (PROG: Pase Q510.2)	2. (PROG: Pase Q510.2)

	(PROG: Pase Q511.1)	(PROG: Pase Q510.2)				
2. Entidad(es) pública(s)	1. (PROG: Pase Q511.2)	2. (PROG: Pase Q510.3)X	(Pase Q512.2)	(PROG: Pase Q513.2)	1. (PROG: Pase Q510.3)	2. (PROG: Pase Q510.3)
3. Otras organizaciones de base comunitaria	1. (PROG: Pase Q511.3)	2. (PROG: Pase Q514)X	(Pase Q512.3)	(PROG: Pase Q513.3)	1. (PROG: Pase Q514)	2. (PROG: Pase Q514)

Q514. De las alianzas que indicó tener, cuál considera que le genera más beneficios a esta organización (ENC: LEA) (RU)

(PROG: TRAER OPCIONES DE Q510.1, Q510.2, Q510.3 EN LAS QUE RESPONDIÓ COD 1 “SÍ” . NO MOSTRAR PREGUNTA SI CÓD 2 EN TODAS LAS OPCIONES DE Q510 O SI SOLO MARCÓ UNA OPCIÓN EN Q510)

1. Organización(es) o empresa(s) privada(s)
2. Entidad(es) pública(s)
3. Organización (es) de base comunitaria

(PROG: PREGUNTAR Q515 PARA CADA RESPUESTA DE Q513 MARCADA CON COD 1)

Q515. (ENC: ENTREGUE TARJETA Q515) Utilizando esta tarjeta por favor dígame, ¿cuáles son los TRES mayores beneficios que trajo la alianza con (PROG: TRAER TEXTO DE Q512) a la principal actividad económica de esta organización? (ENC: RECUERDELE QUE SON LOS 3 MAYORES) (RM). (PROG: ACEPTAR HASTA 3 RESPUESTAS)

	1. Menos costos de producción	
	2. Más productividad (con los mismos insumos, hubo un aumento en la producción)	
	3. Mejor calidad de los productos y servicios.	
	4. Mejor calidad de los procesos de producción	
	5. Mejor calidad de los procesos de comercialización	
	6. Más ventas	
	7. Más ingresos	
	8. Más volúmenes vendidos o comercializados	
	9. Más confianza entre sus asociados	
	10. Se generaron nuevas líneas de producción	
	11. Se generaron innovaciones en el proceso de comercialización	
	12. Se generaron innovaciones en el proceso producción de las líneas de producción existentes	
	13. Garantizaron o aseguraron anticipadamente ventas	
	14. Aumentó el precio del bien o servicio	
	15. Se transformó la materia prima o producto fresco producido en un producto procesado	
	16. Reducción de tiempos de transporte	
	17. Reducción de costos de transporte	

90. Ninguno (PROG: EXCLUYENTE)
89. Otro ¿cuál?

(PROG: SI EN Q509 RESPONDIO COD 5 EN ALGUNA OPCION Ó EN Q513 RESPONDIO COD I EN ALGUNA OPCION MUESTRE Q516, DE LO CONTRARIO PASE A Q517)

Q516. (ENC: ENTREGUE TARJETA Q515) Utilizando esta tarjeta por favor dígame, ¿Cuáles son los TRES mayores beneficios que el apoyo de Territorios de Oportunidad le trajo a la principal actividad económica (PROG: TRAER LA RESPUESTA DE Q502 QUE ENUMERÓ COMO I) de esta organización? (ENC: RECUERDELE QUE SON LOS 3 MAYORES) (RM): (PROG: ACEPTAR HASTA 3 RESPUESTAS)

1. Menos costos de producción
2. Más productividad (con los mismos insumos, hubo un aumento en la producción)
3. Mejor calidad de los productos y servicios.
4. Mejor calidad de los procesos de producción
5. Mejor calidad de los procesos de comercialización
6. Más ventas
7. Más ingresos
8. Más volúmenes vendidos o comercializados
9. Más confianza entre sus asociados
10. Se generaron nuevas líneas de producción
11. Se generaron innovaciones en el proceso de comercialización

12. Se generaron innovaciones en el proceso producción de las líneas de producción existentes
13. Garantizaron o aseguraron anticipadamente ventas
14. Aumentó el precio del bien o servicio
15. Se transformó la materia prima o producto fresco producido en un producto procesado
16. Reducción de tiempos de transporte
17. Reducción de costos de transporte
90. Ninguno (PROG: EXCLUYENTE)
89. Otro ¿cuál?

V.3. Oportunidades de mejora

Q517. Desde el punto de vista de esta organización, qué tipo de apoyo es prioritario actualmente para aumentar las ganancias de la(s) actividad(es) económica(s) que desarrolla esta organización (ENC: LEA) (RU):

1. Asistencia técnica o capacitaciones	2. Recursos financieros	3 Equipos/maquinaria o insumos/ materias primas para la producción de su producto o servicio	4. Generación de alianzas	89. Otro ¿Cuál?	90. Ninguno
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V.4. Sostenibilidad de la intervención

(ENC: LEA) Ahora, desde el punto de vista de esta organización, conversemos sobre la sostenibilidad de las actividades económicas que desarrolla esta organización...

Sostenibilidad entendida como la capacidad de continuar operando en el mediano y largo plazo

Q518. (ENC: ENTREGUE TARJETA Q518) Utilizando esta tarjeta por favor dígame, ¿Cuál(es) considera que serían la(s) circunstancia(s) más relevantes que podrían afectar negativamente la(s) actividad(es) económica(s) de esta organización durante el presente año? Elija máximo las principales 3 y enumere de 1 a 3 según su nivel de importancia

(RM) (PROG: CAMPOS NÚMERICOS, ACEPTAR HASTA 3 RESPUESTAS. SI SOLO MARCA 1 OPCION, PERMITIR PASAR ESCRIBIENDO 1, SI SOLO MARCA 2 OPCIONES, PERMITIR PASAR ESCRIBIENDO 1 Y 2)

1. Pérdida de sus principales compradores o beneficiarios de sus productos o servicios
2. Se mantienen los cierres o restricciones a las actividades económicas a causa del COVID-19
3. Empeoren las consecuencias del cambio climático (por ejemplo, cambios rápidos de clima, temperatura extremos, etc.)
4. Empeore la situación de seguridad

Q519. (ENC: ENTREGUE TARJETA Q519) Utilizando esta tarjeta por favor dígame, ¿Cuáles son los TRES principales factores que determinan la sostenibilidad en el tiempo de la(s) actividad(es) económica(s) de esta organización? (ENC: RECUERDELE QUE SON LOS 3 PRINCIPALES) (RM) (PROG: ACEPTAR HASTA TRES RESPUESTAS)

1. Capacidad de ahorro
2. Acceso a crédito
3. Capital de trabajo (ingresos que se guardan para garantizar el funcionamiento continuo del negocio)
4. Participación activa de los miembros
5. Acuerdos comerciales con aliados
6. Acceso a bienes y servicios o infraestructura pública
7. Acceso a insumos que se producen fuera de la vereda de operación de la organización
8. Condiciones de seguridad local
9. La calidad de los productos y/o servicios ofrecidos

10. Entendimiento de las características del mercado
11. Diferenciación del producto
12. La rentabilidad del producto
89. Otra ¿Cuál?

V.5. Sostenibilidad ambiental interna

Q520. Desde 2018, en el marco del desarrollo de las actividades económicas de esta organización, ¿cuál ha sido la principal actividad relacionada con sostenibilidad ambiental? (ENC: LEA) (RM)

1. Se implementó un plan de manejo ambiental
2. El producto o servicio que ofrece cuenta con un sello ambiental
3. Los insumos provienen de fuentes amigables con el ambiente
4. Promueve actividades entre los miembros de cuidado ambiental
5. Se mejoraron las prácticas en la producción de bienes o servicios o en la ejecución de proyectos (incluye manejo de desechos)
89. Otra. Cuál
90. (PROG: EXCLUYENTE. ENC: NO LEER) Ninguna

(PROG: SI EN Q520 RESPONDIO COD DIFERENTE A 90 MUESTRE Q521)

Q521. Desde 2018, de quién(es) ha recibido apoyo para mejorar sostenibilidad económica, social y ambiental de la(s) actividad(es) económica(s) que realiza esta organización (ENC: LEA) (RM)

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	8. (PROG: SI EN Q205 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal")	89. Otro ¿Cuál?	90. Ninguno (PROG: EXCLUYENTE)
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(PROG: MOSTRAR Q522 SI Q501 es COD 2)

Q522.Cuál es la principal razón por la cual esta organización no tiene una actividad que le genere ingresos (ENC: ESPONTANEA) (RU)

1. No es una prioridad
2. No se ha logrado un acuerdo entre los asociados
3. No hay recursos financieros para emprender
4. No cuentan con las capacidades internas necesarias (ejem. personería jurídica, sistema de contabilidad, estatutos, etc.)
6. Los costos para iniciar producción son demasiado altos
89. Otra. Cuál

(ENC: LEA) Finalmente, en términos generales desde la experiencia de esta organización

Q523. Desde 2018 ¿la situación económica de la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)? (ENC: LEA) (RU)

1. Ha mejorado	2. Se mantiene igual de bien	3. Se mantiene igual de mal	4. Ha empeorado
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VI. I. INVOLUCRAMIENTO DE LAS COMUNIDADES EN LA PROVISIÓN DE BIENES Y SERVICIOS

PROG: SI Q215==3 MUESTRE: Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con PROG: INSERTE RESPUESTA EN Q215.3

Q601. Desde 2018, ¿esta organización ha participado en proyectos de construcción y/o mantenimiento de bienes y servicios públicos o infraestructura, por ejemplo, mejoramiento de vías, provisión de energía, infraestructura educativa, de salud o para la producción, entre otras? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q601 RESPONDIO COD 1 MUESTRE Q602, DE LO CONTRARIO, PASE A Q608)

Q602. (ENC: ENTREGUE TARJETA Q602) Utilizando esta tarjeta por favor dígame, ¿En qué tipo de tarea(s) ha participado? (RM)

1. Diseño o planeación (planificación de la obra)
2. Implementación o ejecución (jornalear o aportar mano de obra)
3. Supervisión o interventoría (hacer veeduría o vigilancia del desarrollo de la obra)

4. Operación (participar en el funcionamiento de la obra)

(PROG: SI EN Q602 RESPONDIO COD 2 MUESTRE Q603, DE LO CONTRARIO, PASE A Q604)

Q603. Específicamente en el marco de la implementación o ejecución de proyectos de construcción y/o mantenimiento de bienes y servicios públicos, ¿quién toma la mayoría de las veces las decisiones relacionadas con: (ENC: LEA) (RU)

	El presidente	Junta Directiva	Asamblea de asociados o miembros
1. Ejecución de recursos?	1	2	3
2. Desarrollo del soporte documental?	1	2	3

Q604. (ENC: ENTREGUE TARJETA Q604) De los proyectos en los que ha participado, ¿en qué área se han desarrollado los principales proyectos? (ENC: REGISTRE MÁXIMO 3 RESPUESTAS) (PROG: SE ACEPTAN MINIMO 1 RESPUESTA, MAXIMO 3 RESPUESTAS) (RM)

1. Placa huella en vías
2. Centros educativos
3. Centro de salud
4. Sistema de alcantarillado
5. Provisión de internet
6. Provisión de energía eléctrica
7. Provisión de sistemas de riego/drenaje

8. Escenarios deportivos
9. Centros de acopio
10. Planta de procesamiento
11. Alcantarillas en vías
12. Puentes
89. Otro. ¿cuál?

(PROG: SI EN Q604 RESPONDIÓ MAS DE UNA OPCIÓN, MUESTRE Q605, DE LO CONTRARIO PASE A Q606)

Q605. (ENC: ENTREGUE TARJETA Q604) De los proyectos que ha participado, cuál considera usted que ha sido el tipo de infraestructura que más beneficio le ha traído a la población de la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) (ENC: LEA) (RU)

(PROG: TRAER RESPUESTAS DADAS EN Q604)

1. Placa huella en vías
2. Centros educativos
3. Centro de salud
4. Sistema de alcantarillado
5. Provisión de internet
6. Provisión de energía eléctrica
7. Provisión de sistemas de riego/drenaje

8. Escenarios deportivos
9. Centros de acopio
10. Planta de procesamiento
11. Alcantarillas en vías
12. Puentes
89. Otro. ¿cuál?

Q606. Quién(es) han brindado recursos o trabajo al proyecto de (PROG: SI EN Q604 RESPONDIO SOLO UNA OPCION TRAER RESPUESTA DE Q604, DE LO CONTRARIO TRAER RESPUESTA DE Q605): (ENC: LEA) (RM):

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	8. (PROG: SI EN 205 RESPONDIO 2, MOSTRAR “Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR “Junta de Acción Comunal”)	89. Otro ¿Cuál?
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Q607. Sobre el tipo de obra (PROG: SI EN Q604 RESPONDIO SOLO UNA OPCION TRAER RESPUESTA DE Q604, DE LO CONTRARIO TRAER RESPUESTA DE Q605), responda qué tan de acuerdo está con las siguientes afirmaciones. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. (ENC: LEA) (RU)

FRASES	Muy en desacuerdo	2	3	4	Muy de acuerdo
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1. La obra respondió a las necesidades MÁS IMPORTANTES de esta organización	1	2	3	4	5
2. La obra respondió a las necesidades MÁS IMPORTANTES de la población de la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)?	1	2	3	4	5
3. La población de la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)? participó en el diseño y ejecución de la obra	1	2	3	4	5
4. La obra se ejecutó dentro de los tiempos planeados y con los recursos asignados inicialmente	1	2	3	4	5

Q607.I. Sobre el tipo de obra (PROG: SI EN Q604 RESPONDIO SOLO UNA OPCION TRAER RESPUESTA DE Q604, DE LO CONTRARIO TRAER RESPUESTA DE Q605), responda (ENC: LEA) (RU)

	Sí	No	NS/NR	No aplica
1. La organización aportó recursos financieros, dinero o capital físico para el desarrollo de esta obra	1	2	93	94
2. (PROG: MOSTRAR SOLO SI EN Q602 RESPONDIÓ COD 2) se generaron excedentes o sobre dinero, lo que permitió hacer otras obras	1	2	93	94
3. (PROG: MOSTRAR SOLO SI EN Q602 RESPONDIÓ COD 2) Esta organización está en capacidad de ejecutar otras obras de infraestructura	1	2	93	94
4. (PROG: MOSTRAR SOLO SI EN Q602 RESPONDIÓ COD 2) Esta organización ha ejecutado otras obras de infraestructura posterior a esta	1	2	93	94

5. (PROG: MOSTRAR SOLO SI EN Q602 RESPONDIÓ COD 2) Esta organización había ejecutado previamente obras de infraestructura	1	2	93	94
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VI.2. Aprovechamiento de la infraestructura

Q608. Desde 2018, ¿la vía terciaria más importante para la operación de esta organización fue mantenida, rehabilitada o mejorada? (ENC: LEA) (RU)

1. Sí	2. No	93. NS/NR
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(PROG: SI EN Q608 RESPONDIO COD 1 MUESTRE Q609, DE LO CONTRARIO, PASE A Q611)

Q609. Quién(es) han brindado aportes en recursos (en dinero o trabajo) para este mejoramiento (ENC: LEA) (RM):

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	8. (PROG: SI EN Q205 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal")	89. Otro ¿Cuál?	90. Ninguno (PROG: EXCLUYENTE)
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(PROG: SI EN Q608 RESPONDIO COD 1 MUESTRE Q610. DE LO CONTRARIO, PASE A Q611)

Q610. (ENC: ENTREGUE TARJETA Q515) Cuáles son los TRES principales beneficios que este mantenimiento, rehabilitación o mejoramiento le trajo a la actividad económica y social de esta organización (RECUERDELE QUE SON LOS 3 PRINCIPALES) (RM) (PROG: ACEPTAR HASTA TRES RESPUESTAS)

1. Menos costos de producción
2. Más productividad (con los mismos insumos, hubo un aumento en la producción)
3. Mejor calidad de los productos y servicios.
4. Mejor calidad de los procesos de producción
5. Mejor calidad de los procesos de comercialización
6. Más ventas
7. Más ingresos
8. Más volúmenes vendidos o comercializados
9. Más confianza entre sus asociados
10. Se generaron nuevas líneas de producción
11. Se generaron innovaciones en el proceso de comercialización
12. Se generaron innovaciones en el proceso producción de las líneas de producción existentes
13. Garantizaron o aseguraron anticipadamente ventas
14. Aumentó el precio del bien o servicio
15. Se transformó la materia prima o producto fresco producido en un producto procesado
16. Reducción de tiempos de transporte

17. Reducción de costos de transporte
90. Ninguno (PROG: EXCLUYENTE)
89. Otro ¿cuál?

VI.3. Dotación de servicios públicos

(ENC: LEA) Ahora vamos a hablar sobre el acceso a servicios públicos

<p>Q611. En la actualidad, ¿en la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) tienen acceso a (PROG: FRASES DE Q611)? (ENC: LEER) (RU)</p>				<p>Q612. En promedio, ¿cuántas horas al día funciona (PROG: FRASES DE Q611)? (ENC: LEER) (RU)</p>	<p>Q613. Desde 2018, ¿cuál fue el principal cambio que sufrió el servicio de (PROG: FRASES DE Q611) en esta vereda? (ENC: Tarjeta Q613) (RU)</p> <ol style="list-style-type: none"> 1. No hubo ningún cambio. 2. Construyeron o instalaron el servicio por primera vez 3. Ampliaron el servicio existente 4. Rehabilitaron o mejoraron el servicio existente 5. Se le realizó mantenimiento básico al servicio existente 					<p>Q614. De quiénes han recibido recursos (en dinero o trabajo) para (PROG: FRASES DE Q611) (ENC: LEA) (RM)</p> <ol style="list-style-type: none"> 1. Gobierno Nacional 2. Gobierno local 3. Otras organizaciones comunitarias 4. Sector privado 5. Programa Territorios de Oportunidad 6. Cooperación Internacional 7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN) 8. (PROG: SI EN Q205 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal") 89. Otro ¿Cuál? ____ 								

				(PROG: NUMERICO, RANGO DE 0 A 24)														
1. Energía eléctrica	1 (PROG: G: Pase Q612 .1)	2 (PROG: G: Pase Q611 .2)	93 (PROG: G: Pase Q611 .2)	a. Horas — (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.1)	1 (PROG: G: Pase Q611 .2)	2 (PROG: G: Pase Q614 .1)	3 (PROG: G: Pase Q614 .1)	4 (PROG: G: Pase Q614 .1)	5 (PROG: G: Pase Q614 .1)	1 (PROG: G: Pase Q611 .2)	2 (PROG: G: Pase Q611 .2)	3 (PROG: G: Pase Q611 .2)	4 (PROG: G: Pase Q611 .2)	5 (PROG: G: Pase Q611 .2)	6 (PROG: G: Pase Q611 .2)	7 (PROG: G: Pase Q611 .2)	8 (PROG: G: Pase Q611 .2)	89 (PROG: G: Pase Q611 .2)
2. Acueducto	1 (Pase Q612 .2)	2 (Pase Q611 .3)	93 (Pase Q611 .3)	a. Horas — (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.2)	1 (Pase Q611 .3)	2 (Pase Q614 .2)	3 (Pase Q614 .2)	4 (Pase Q614 .2)	5 (Pase Q614 .2)	1 (PROG: G: Pase Q611 .3)	2 (PROG: G: Pase Q611 .3)	3 (PROG: G: Pase Q611 .3)	4 (PROG: G: Pase Q611 .3)	5 (PROG: G: Pase Q611 .3)	6 (PROG: G: Pase Q611 .3)	7 (PROG: G: Pase Q611 .3)	8 (PROG: G: Pase Q611 .3)	89 (PROG: G: Pase Q611 .3)
3. Internet	1	2	93	a. Horas — (PROG:	1	2	3	4	5	1 (PROG: G:	2 (PROG: G:	3 (PROG: G:	4 (PROG: G:	5 (PROG: G:	6 (PROG: G:	7 (PROG: G:	8 (PROG: G:	89 (PROG: G:

	(Pase Q612 .3)	(Pase Q611 .4)	(Pase Q611 .4)	NUMERICO, RANGO DE 0 A 24) (Pase Q613.3)	(Pase Q611 .4)	(Pase Q614 .3)	(Pase Q614 .3)	(Pase Q614 .3)	(Pase Q614 .3)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)	Pase Q611 .4)
4. Alcantarillado	1. (Pase Q612 .4)	2 (Pase Q615 .1)	93. (Pase Q615 .1)	a. Horas — (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.4)	1 (Pase Q615 .1)	2 (Pase Q614 .4)	3 (Pase Q614 .4)	4 (Pase Q614 .4)	5 (Pase Q614 .4)	1 (Pase Q615 .1)	2 (Pase Q615 .1)	3 (Pase Q615 .1)	4 (Pase Q615 .1)	5 (Pase Q615 .1)	6 (Pase Q615 .1)	7 (Pase Q615 .1)	8 (Pase Q615 .1)	89 (Pase Q615 .1)

PROG: SI EN ALGUNA DE LAS PREGUNTAS Q613.1, Q613.2 Q613.3 O Q613.4 RESPONDIÓ UNA OPCIÓN DIFERENTE A COD 1 PASE A Q615.1. DE LO CONTRARIO PASE A Q616

Q615.1 De las obras realizadas en los servicios públicos, cuál considera usted que ha sido la que más beneficio le ha traído a esta organización (ENC: LEA) (RU)

(PROG: TRAER LAS FRASES DE Q611 EM LAS QUE SE HAYA MARCADO CÓD DIFERENTE A 1 EN Q613)

- | |
|----------------------|
| 1. Energía eléctrica |
| 2. Acueducto |
| 3. Internet |

4. Alcantarillado

Q615. (ENC: ENTREGUE TARJETA Q515) Utilizando esta tarjeta por favor dígame, ¿cuáles son los TRES principales beneficios que este mantenimiento, rehabilitación o mejoramiento le trajo a la actividad económica y social de esta organización (ENC: RECUERDELE QUE SON LOS 3 PRINCIPALES) (RM) (PROG: ACEPTAR HASTA TRES RESPUESTAS)

1. Menos costos de producción
2. Más productividad (con los mismos insumos, hubo un aumento en la producción)
3. Mejor calidad de los productos y servicios.
4. Mejor calidad de los procesos de producción
5. Mejor calidad de los procesos de comercialización
6. Más ventas
7. Más ingresos
8. Más volúmenes vendidos o comercializados
9. Más confianza entre sus asociados
10. Se generaron nuevas líneas de producción
11. Se generaron innovaciones en el proceso de comercialización
12. Se generaron innovaciones en el proceso producción de las líneas de producción existentes
13. Garantizaron o aseguraron anticipadamente ventas

14. Aumentó el precio del bien o servicio
15. Se transformó la materia prima o producto fresco producido en un producto procesado
16. Reducción de tiempos de transporte
17. Reducción de costos de transporte
90. Ninguno (PROG: EXCLUYENTE)
89. Otro ¿cuál?

VI.4. Dotación de infraestructura pública

	<p>Q616. En la actualidad, ¿en el municipio (PROG: TRAER RESPUESTA DE Q210.2) tienen acceso a...(PROG: OPCIONES DE Q616)? (ENC: LEA) (RU)</p> <p>1. Si</p> <p>2. No</p> <p>93. NS/NR</p>	<p>Q616.1. En qué vereda se encuentra el PROG: OPCIONES DE Q616) al que usted accede usualmente (ENC: ESPONTÁNEA) (RU)</p>	<p>Q617. Cómo califica este servicio de ...(PROG: OPCIONES DE Q616)?] (ENC: LEA) (RU)</p> <p>1. Muy bueno</p> <p>2. Bueno</p> <p>3. Regular (ni bueno ni malo)</p> <p>4. Malo</p> <p>5. Muy malo</p>	<p>Q618. (ENC: ENTRGUE TARJETA Q613) Desde 2018, ¿cuál fue el principal cambio que sufrió el acceso a ...(PROG: OPCIONES DE Q616)? (ENC: LEA) (RU)</p> <p>1. No hubo ningún cambio</p> <p>2. Construyeron o instalaron el servicio por primera vez</p> <p>3. Ampliaron el servicio existente</p> <p>4. Rehabilitaron o mejoraron el servicio existente</p>	<p>Q619. De quiénes han recibido recursos (en \$ o trabajo) para ...(PROG: OPCIONES DE Q616) (RM)</p> <p>1. Gobierno Nacional</p> <p>2. Gobierno local</p> <p>3. Otras organizaciones comunitarias</p> <p>4. Sector privado</p> <p>5. Programa Territorios de Oportunidad</p> <p>6. Cooperación internacional</p> <p>7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)</p>
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									5. Se le realizó mantenimiento básico al servicio existente						8. (PROG: SI EN Q205 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal") 89. Otro ¿Cuál?							
OPCIONES	1	2	93		1	2	3	4	1	2	3	4	5	1	2	3	4	5	6	7	8	8 9
1. Canchas o espacios deportivos	1. (Pase 616.1.1)	2. (Pase 616.2)	93. (Pase 616.2)	(PROG: TRAER DEL DOCUMENT O LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q210.2)	1. (Pase 618.1)	2. (Pase 618.1)	3. (Pase 618.1)	4. (Pase 618.1)	1. (Pase 616.2)	2. (Pase 619.1)	3. (Pase 619.1)	4. (Pase 619.1)	5. (Pase 619.1)	(Pase 616.2)								
2. Centros comunitarios , auditorio o salón comunal	1. (Pase 616.1.2)	2. (Pase 616.3)	93. (Pase 616.3)	(PROG: TRAER DEL DOCUMENT O LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO	1. (Pase 618.2)	2. (Pase 618.2)	3. (Pase 618.2)	4. (Pase 618.2)	1. (Pase 616.3)	2. (Pase 619.2)	3. (Pase 619.2)	4. (Pase 619.2)	5. (Pase 619.2)	(Pase 616.3)								

				REPORTADO EN Q210.2)										
3. Plantas de procesamiento	1. (Pase 616.1.3)	2. (Pase 616.4)	93. (Pase 616.4)	(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q210.2)	1. (Pase 618.3)	2. (Pase 618.3)	3. (Pase 618.3)	4. (Pase 618.3)	1. (Pase 616.4)	2. (Pase 619.3)	3. (Pase 619.3)	4. (Pase 619.3)	5. (Pase 619.3)	(Pase 616.4)
4. Centros de acopio, almacenamiento o bodegaje	1. (Pase 616.1.4)	2. (Pase Q620.1)	93. (Pase Q620.1)	(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q210.2)	1. (Pase 618.4)	2. (Pase 618.4)	3. (Pase 618.4)	4. (Pase 618.4)	1. (Pase Q620.1)	2. (Pase 619.4)	3. (Pase 619.4)	4. (Pase 619.4)	5. (Pase 619.4)	(Pase Q620.1)

Q620.1. De las obras en infraestructura que se han realizado desde 2018 en (PROG: TRAER RESPUESTA DE Q210.2), cuál considera usted que ha sido el que más beneficio le ha traído le ha traído a esta organización (ENC: LEA) (RU)

(PROG: TRAER LAS OPCIONES DE Q616 EN LAS QUE SE HAYA MARCADO CÓDIGO DIFERENTE A 1 EN Q618. SI EN TODAS LAS OPCIONES DE Q616 SE MARCÓ CÓDIGO 1 EN Q618, PASE A INTRO Q701)

1. Canchas o espacios deportivos
2. Centros comunitarios, auditorio o salón comunal
3. Plantas de procesamiento
4. Centros de acopio, almacenamiento o bodegaje

Q620.2. Cuáles son los TRES principales beneficios que este mantenimiento, rehabilitación o mejoramiento le trajo a la actividad económica y social de esta organización (ENC: TARJETA Q620.2, RECUERDELE QUE SON LOS 3 PRINCIPALES) (RM) (PROG: ACEPTAR HASTA TRES RESPUESTAS)

1. Menos costos de producción
2. Más productividad (con los mismos insumos, hubo un aumento en la producción)
3. Mejor calidad de los productos y servicios.
4. Mejor calidad de los procesos de producción
5. Mejor calidad de los procesos de comercialización
6. Más ventas
7. Más ingresos
8. Más volúmenes vendidos o comercializados

	9. Más confianza entre sus asociados	
	10. Se generaron nuevas líneas de producción	
	11. Se generaron innovaciones en el proceso de comercialización	
	12. Se generaron innovaciones en el proceso producción de las líneas de producción existentes	
	13. Garantizaron o aseguraron anticipadamente ventas	
	14. Aumentó el precio del bien o servicio	
	15. Se transformó la materia prima o producto fresco producido en un producto procesado	
	16. Reducción de tiempos de transporte	
	17. Reducción de costos de transporte	
	90. Ninguno (PROG: EXCLUYENTE)	
	89. Otro ¿cuál?	

CAPÍTULO VII: DIÁLOGOS MULTINIVEL

(ENC: LEA) PROG: SI Q215==4 MUESTRE: Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionada con PROG: INSERTE RESPUESTA EN Q215.4. Ahora vamos a hablar del trabajo que ha realizado esta organización en la gestión del desarrollo territorial

VII.I Influencia de las organizaciones comunitarias

Q701. Desde 2018, ¿Esta organización ha participado en espacios o instancias de trabajo o discusión para el desarrollo del municipio ... (PROG: TRAER RESPUESTA DE Q210.2), y/o la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q701 RESPONDIO COD 1 MUESTRE Q702, DE LO CONTRARIO, PASE A Q710)

Q702. ¿En cuál(es) de los siguientes espacios o instancias de participación ciudadana relacionados con el desarrollo territorial de municipio (PROG: TRAER RESPUESTA DE Q210.2), y/o la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) ha participado esta organización? (ENC: LEA) (RM)

1. Consejo Municipal de Desarrollo Rural (CMDR)
2. Formulación del plan de desarrollo municipal 2020-2023
3. Mesas sectoriales de cadenas productivas
4. Espacios Territoriales de Evaluación del programa Territorios de Oportunidad (espacio donde se presentan los proyectos de las organizaciones)
5. Reuniones de diagnóstico de necesidades y estructuración de actividades con Territorios de Oportunidad
89. Otros espacios o instancias. ¿Cuál?

(PROG: SI EN Q702 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q703.1, SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q703.2)

Q703. 1 Usualmente, por parte de esta organización, ¿qué perfil de miembros lidera la participación en espacios como (MOSTRAR RESPUESTAS DE Q702 COD 1,2 3 O 89)? (ENC: LEA) (RU)

1. Presidente
2. Otros directivos
3. Miembros de base de la organización
4. Todos, no hay un perfil específico

Q703. 2 Usualmente, por parte de esta organización, ¿qué perfil de miembros lidera la participación en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702, SOLO SI MARCÓ COD 4 O 5)? (ENC: LEA) (RU)

1. Presidente
2. Otros directivos
3. Miembros de base de la organización
4. Todos, no hay un perfil específico

(PROG: SI EN Q702 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q704.1, SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q704.2)

Q704.1 Usualmente, ¿con qué frecuencia usted participa como representante de esta organización en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702, SOLO SI MARCÓ COD 1,2 3 O 89)? (ENC: LEA) (RU)

1. Cada vez que se llevan a cabo
2. Frecuentemente, pero no siempre que se lleva a cabo
3. Rara vez

Q704.2 Usualmente, con qué frecuencia usted participa como representante de esta organización en espacios como (PROG MOSTRAR RESPUESTAS DE Q702, SOLO SI MARCÓ COD 4 O 5)? (ENC: LEA) (RU)

1. Cada vez que se llevan a cabo
2. Frecuentemente, pero no siempre que se lleva a cabo
3. Rara vez

(PROG: SI EN Q702 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q705.1, SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q705.2)

Q705.1. Cómo califica la respuesta a las demandas, peticiones o sugerencias de esta organización que se han dado en el marco de la participación en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702 COD 1,2 3 o 89): (ENC: LEER) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	4. Mala	5. Muy mala
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(PROG: EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q705.2)

Q705. 2. Cómo califica la respuesta a las demandas, peticiones o sugerencias de esta organización que se han dado en el marco de la participación en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702 COD 4 o 5): (ENC: LEER) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	4. Mala	5. Muy mala
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(PROG: SI EN Q702 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q706.1, SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q706.2)

Q706.1 En el marco de estos espacios o instancias (PROG: MOSTRAR RESPUESTAS DE Q702 COD 1,2 3 o 89), usualmente ¿con quiénes ha trabajado? (ENC: LEER) (RM)

1. Organización(es) o empresa(s) privada(s)
2. Entidad(es) pública(s)
3. Sector académico (universidades o centros de investigación)
4. Organización (es) de base comunitaria
5. Agencias de cooperación
90 Ninguno

(PROG: SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q706.2)

Q706.2 En el marco de estos espacios o instancias, CON QUIÉNES ha trabajado en (PROG: MOSTRAR RESPUESTAS DE Q702 COD 4 o 5)? (ENC: LEER) (RM)?

1. Organización(es) o empresa(s) privada(s)
2. Entidad(es) pública(s)
3. Sector académico (universidades o centros de investigación)
4. Organización (es) de base comunitaria
5. Agencias de cooperación
90. Ninguno

(PROG: SI EN Q702 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q707.1, SI EN Q702 RESPONDIÓ COD 4 o 5, PASE A Q707.2.

Q707.1. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con las siguientes afirmaciones relacionadas con el trabajo que ha desarrollado en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702 COD 1,2 3 o 89) .

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. Incentivaron el surgimiento de nuevos liderazgos dentro de la organización	1	2	3	4	5
2. Incentivaron la participación en procesos de planeación territorial	1	2	3	4	5
3. Incentivaron el aprovechamiento de oportunidades de desarrollo económico	1	2	3	4	5
4. Incentivaron la creación de nuevas redes entre organizaciones	1	2	3	4	5

Q707.2. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con las siguientes afirmaciones relacionadas con el trabajo que ha desarrollado en espacios como (PROG: MOSTRAR RESPUESTAS DE Q702 COD 4 O 5).

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. Incentivaron el surgimiento de nuevos liderazgos dentro de la organización	1	2	3	4	5
2. Incentivaron la participación en procesos de planeación territorial	1	2	3	4	5
3. Incentivaron el aprovechamiento de oportunidades de desarrollo económico	1	2	3	4	5
4. Incentivaron la creación de nuevas redes entre organizaciones	1	2	3	4	5

Q708. Desde 2018, quién(es) han brindado apoyo a esta organización para la participación en estos espacios (PROG: MOSTRAR RESPUESTAS DE Q702) (ENC:LEA) (RM)

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	8. (PROG: SI EN Q205 RESPONDIO 2, MOSTRAR “Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR “Junta de Acción Comunal”)	89. Otro ¿Cuál?	90. Ninguno (PROG: EXCLUYENTE)
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VII.3. Acción colectiva multi-actor y nuevos liderazgos

Q709. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con las siguientes afirmaciones relacionadas con esta organización. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo” (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. Desde 2018, han surgido nuevos líderes que encabezan el trabajo con otras entidades y organizaciones	1	2	3	4	5
2. la organización participa en igualdad de condiciones respecto a los otros actores dentro de los espacios de discusión y trabajo para el desarrollo regional	1	2	3	4	5

Q710. Desde 2018, cuál(es) han sido la(s) organización(es) comunitarias con las que han tenido trabajos, actividades o proyectos conjuntos relevantes para esta organización, máximo cite 3 organizaciones (ENC: PÍDALE QUE LAS DIGA UNA POR UNA PARA RESPONDER LAS	Q711. A qué tipo de organizaciones corresponden (PROG: TRAER CADA	Q712. Desde el punto de vista de esta organización, qué tan relevante para la organización ha sido el trabajo con... (PROG: TRAER CADA RESPUESTA DE Q710).
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<p>PREGUNTAS Q711 Y Q712 REFERIDAS A CADA UNA) (ENC: ESPONTANEA) (RU)</p> <p>(PROG: SE DEBEN PREGUNTAR Q711, Q712 POR CADA ORGANIZACIÓN)</p>	<p>RESPUESTA DE Q710) (ENC: LEA) (RU)</p>	<p>Siendo 1 “no tan relevante” y 3“muy relevante”. (ENC: LEA) (RU)</p>
<p>_____ (PROG: TRAER DEL ARCHIVO LISTA DE ORGANIZACIONES V2.2 LAS CATEGORIAS CORRESPONDIENTES AL DEPARTAMENTO REGISTRADO EN Q210.I. MOSTRAR LISTA DESPLEGABLE. NO MOSTRAR ORGANIZACIÓN ASOCIADA AL ID DEL ENCUESTADO)</p> <p>899. Otra ¿cuál? ____</p> <p>900. Ninguna</p> <p>903. NS/NR</p> <p>(PROG: SI SELECCIONA ALGUNA ORGANIZACIÓN DE LA LISTA PRECARGADA PASE A Q712.A, SI RESPONDE COD 89, PASE A Q711.A, SI RESPONDE COD 90 Ó 93 PASE A Q801)</p>	<p>A.</p> <p>1. Juntas de Acción Comunal</p> <p>2. Organizaciones Productoras o comercializadoras</p> <p>3. Otro tipo de organizaciones</p> <p>(PROG: PASE A Q712.A)</p>	<p>A.</p> <p>1. No tan relevante</p> <p>2</p> <p>3.. Muy relevante</p> <p>(PROG: PASE A Q710.B)</p>
<p>B.</p> <p>(PROG: TRAER DEL ARCHIVO LISTA DE ORGANIZACIONES V2.2 LAS CATEGORIAS CORRESPONDIENTES AL DEPARTAMENTO REGISTRADO EN Q210.I. MOSTRAR LISTA DESPLEGABLE NO MOSTRAR ORGANIZACIÓN ASOCIADA AL ID DEL ENCUESTADO)</p> <p>899. Otra ¿cuál? ____</p> <p>900. Ninguna</p>	<p>B.</p> <p>1. Juntas de Acción Comunal</p> <p>2. Organizaciones Productoras o comercializadoras</p>	<p>B.</p> <p>1. No tan relevante</p> <p>2.</p> <p>3. Muy relevante</p>

<p>903. NS/NR</p> <p>(PROG: SI SELECCIONA ALGUNA ORGANIZACIÓN DE LA LISTA PRECARGADA PASE A Q712.B, SI RESPONDE COD 89, PASE A Q711.B, SI RESPONDE COD 90 Ó 93 PASE A Q801)</p>	<p>3. Otro tipo de organizaciones</p> <p>(PROG: PASE A Q712.B)</p>	<p>(PROG: PASE A Q710.C)</p>
<p>C.</p> <p>(PROG: TRAER DEL ARCHIVO LISTA DE ORGANIZACIONES V2.2 LAS CATEGORIAS CORRESPONDIENTES AL DEPARTAMENTO REGISTRADO EN Q210.I. MOSTRAR LISTA DESPLEGABLE NO MOSTRAR ORGANIZACIÓN ASOCIADA AL ID DEL ENCUESTADO)</p> <p>899. Otra ¿cuál? ____</p> <p>900. Ninguna</p> <p>903. NS/NR</p> <p>(PROG: SI SELECCIONA ALGUNA ORGANIZACIÓN DE LA LISTA PRECARGADA PASE A Q712.C, SI RESPONDE COD 89, PASE A Q711.C, SI RESPONDE COD 90 Ó 93 PASE A Q801)</p>	<p>C.</p> <p>1. Juntas de Acción Comunal</p> <p>2. Organizaciones Productoras o comercializadoras</p> <p>3. Otro tipo de organizaciones</p> <p>(PROG: PASE A Q712.C)</p>	<p>C.</p> <p>1. No tan relevante</p> <p>2.</p> <p>3. Muy relevante</p> <p>(PROG: PASE A Q801)</p>

CAPITULO VIII. CONTRIBUCIÓN A POLÍTICA PÚBLICA DE DESARROLLO TERRITORIAL

Q801. Desde 2018, esta organización ha participado en programas o proyectos impulsados por el Gobierno Nacional en el marco del Acuerdo del Proceso de Paz, relacionados con (ENC: LEA) (RU)

PROGRAMAS	Sí	No	NS/NR
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1. PNIS y/o PISDA (Programa Nacional Integral de Sustitución de Cultivos Ilícitos y/o el Plan Integral Municipal y Comunitario de Sustitución y Desarrollo Alternativo)	1	2	93
2. PDET y/o PATR (Proyectos relacionados con los Programas de Desarrollo con Enfoque Territorial o Planes de Acción para la Transformación Regional)	1	2	93
89. Otro ¿Cuál? (PROG: HABILITE EL CUAL SI RESPONDE COD 1)	1	2	93

(PROG: SI EN Q801.2 RESPONDIO COD 1 MUESTRE Q802, DE LO CONTRARIO, PASE A Q807)

Q802. En cuáles etapas ha participado esta organización en el marco de los Proyectos relacionados con los Programas de Desarrollo con Enfoque Territorial -PDET- o Planes de Acción para la Transformación Regional -PATR- (ENC: LEA) (RM)

1. Reuniones de diagnóstico y planeación
2. Ejecutor de contratos
3. Veedor de obras

(PROG: SI EN Q802 RESPONDIO COD 2 MUESTRE Q803, DE LO CONTRARIO, PASE A Q807)

Q803. Cuántos contratos ha ejecutado esta organización: ____ (PROG: NUMERICO RANGO DE 1 A 100)

(PROG: SI EN Q803 RESPONDIO VALOR SUPERIOR A 1 MUESTRE Q804, SI RESPONDE VALOR 1 PASE A Q806)

Q804.Cuál ha sido el valor del contrato de mayor presupuesto \$ ____ (PROG: NUMERICO RANGO \$1 000 EN ADELANTE)

Q804.I (ENC: LEA) ¿Me puede confirmar si el valor del contrato de mayor presupuesto es (PROG: MUESTRE RESPUESTA REGISTRADA EN Q804)?

1. Sí	2. No
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(PROG:SI Q804.I==2 REGRESE A Q804. SI Q804.I==1 PASE A Q806)

Q806. Desde el punto de vista de esta organización, responda qué tan de acuerdo está con las siguientes afirmaciones relacionadas con la participación de esta organización en Programas de Desarrollo con Enfoque Territorial -PDET-. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. Ha financiado actividades o proyectos relevantes para la organización	1	2	3	4	5
2. Ha construido o datado bienes y/o servicios relevantes para su vereda	1	2	3	4	5
3. Ha mejorado la capacidad operativa y/o administrativa de la organización	1	2	3	4	5
4. Ha ayudado a mejorar la economía de su vereda	1	2	3	4	5
5. Ha ayudado a mejorar la participación de la organización en la gestión en desarrollo local	1	2	3	4	5

Q807. Aparte de Territorios de Oportunidad ¿Esta organización ha participado en otros programas de desarrollo territorial? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI RESPONDE COD 1 EN Q807 MUESTRE Q808, DE LO CONTRARIO PASE A Q301)

Q808. Esos programas eran financiados por (ENC: LEA) (RM)

Gobierno Nacional

Gobierno Local

USAID

Otras agencias de cooperación internacional

89. Otro

(PROG: SI RESPONDE COD 3 O COD 4 EN Q808 MUESTRE Q809, DE LO CONTRARIO PASE A Q301)

Q809. ¿Cuáles son los nombres de los programas de cooperación en los que esta organización ha participado?

_____ (PROG: ABIERTA. MÁXIMO 100 CARACTERES)

CAPÍTULO III. CONTEXTO TERRITORIAL

III. I. Seguridad Territorial

(ENC: LEA) Vamos a conversar sobre la percepción que tiene esta organización sobre la seguridad territorial y el orden público en la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)

Q301. Cómo considera la situación actual de seguridad en la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) (ENC: LEA) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	3. Mala	4. Muy mala
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Q302. Responda qué tan de acuerdo está con la siguiente afirmación relacionada con las actividades de Territorios de Oportunidad. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
I. Ante los retos de seguridad de esta vereda, Territorios de Oportunidad ha hecho los ajustes necesarios en la ejecución de sus actividades	1	2	3	4	5

Q303. Considera que la situación de seguridad para esta organización en esta vereda desde 2018: (ENC: LEA) (RU)

1. Ha mejorado	2. Se mantiene igual de bien	3. Se mantiene igual de mal	4. Ha empeorado
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Q304. Actualmente, de los siguientes problemas, ¿cuáles son los más graves asociados con la inseguridad que están enfrentando en la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218) y que han afectado a esta organización? (ENC: LEER, SE ACEPTAN MÍNIMO 1 RESPUESTA, MÁXIMO 3 RESPUESTAS) (RM)

1. Homicidios
2. Grupos Armados Ilegales
3. Minas antipersonales
4. Desplazamiento
5. Secuestro
6. Extorsiones
7. Inseguridad ciudadana (robos, atracos, etc.)

8. Reclutamiento forzado
9. Violencia Sexual
10. Narcotráfico
89. Otro. ¿Cuál? _____
90. No hay problemas graves de inseguridad (PROG: EXCLUYENTE)

III.2. Percepción sobre impactos de la emergencia sanitaria por COVID-19

(ENC: LEA) Ahora vamos a hablar de la emergencia o crisis ocasionada por el COVID-19

Q305. (ENC: ENTREGUE TARJETA Q305) Utilizando esta tarjeta, por favor dígame ¿cuál ha sido la principal consecuencia NEGATIVA que ha generado el COVID-19 sobre esta organización? (RU):

1. Menos capacidad de trabajo de los miembros
2. Dificultó la comunicación o la frecuencia de reuniones internas
3. Dificultó trabajar con otras organizaciones o entidades
4. Dificultó el trabajo con el programa de Territorios de Oportunidad
5. Menos ingresos de esta organización
6. Menos asociados o miembros
90. Ninguna
89. Otro ¿Cuál?

Q305.I. (ENC: ENTREGUE TARJETA Q305.I) Y ahora, utilizando esta tarjeta, por favor dígame ¿cuál ha sido la principal consecuencia positiva que ha generado el COVID-19 sobre esta organización (RU):

1. Más capacidad de trabajo de los miembros
2. Mejoró la comunicación o la frecuencia de reuniones internas
3. Mejoró trabajar con otras organizaciones o entidades
4. Mejoró el trabajo con el programa de Territorios de Oportunidad
5. Aumento ingresos de esta organización
6. Más asociados o miembros
7. Ninguna
89. Otro ¿Cuál?

FINAL

Q90I. Desde el punto de vista de esta organización, diga en máximo dos palabras ¿cuál es el principal asunto o necesidad que considera no ha sido resuelto y que es una prioridad para el desarrollo socioeconómico de la vereda (PROG: TRAER RESPUESTA DE Q217 PERO SI RESPONDIO EN Q217 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q218)?

_____ (PROG: ABIERTA. MÁXIMO 50 CARACTERES)

Por último, permítame recordarle que la información que usted nos ha entregado será tratada de manera confidencial, sin embargo, le agradeceríamos que usted autorizara entregar la información que usted nos ha dado, en cuyo caso necesitaría su autorización declarada.

P.01. ¿Autoriza la entrega de sus datos de contacto? (ENC: LEA) (RU)

Si

No

P.02. ¿Autoriza la entrega de sus respuestas? (ENC: LEA) (RU)

No

¡MUCHAS GRACIAS POR SU COLABORACIÓN!

INCI. ENCUESTADOR: POR FAVOR REGISTRE ABAJO TODAS LAS INCIDENCIAS DURANTE EL DESARROLLO DE LA ENCUESTA
(PROG: ABIERTA)

ENCUESTA A MIEMBROS DE ORGANIZACIONES DE BASE COMUNITARIA

IPSOS - NAPOLEÓN FRANCO

ID

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21-01 1809-01-03 -Territorios de Oportunidades- Miembros V2.5

Abril 2020

Hora de inicio (formato militar):		Hora de terminación (formato militar):		Fecha de la encuesta:	DD	MM	AA
							21

DATOS DEL ENCUESTADOR / SUPERVISOR / COORDINADOR			
Entrevistador:		C.C.:	
Supervisor:		C.C.:	
Coordinador:		C.C.:	
Fecha de Supervisión: / / 2021		Fecha de Revisión: / / 2021	

Revisor de Critica
Nombre:
C.C.:

Revisada ____	Tabulada ____	Rev. Final ____
Supervisión:	Presencial 1	Directa Personal 2
	Directa Tel. 3	No supervisada 4

Encuesta verificada	Sí 1	No 2
Nombre:		
C.C.		
Fecha Verificación:		

	Anulado 1	No contactado 4
RESULTADO	Observado 2	No colabora 5
	Efectivo 3	
TIPO VERIFICACIÓN	Presencial 1	Telefónica 2

(PROG: NO MOSTRAR AL ENCUESTADOR, TRAER DEL LLCC EL NOMBRE_ORGANIZACIÓN)

(PROG: NO MOSTRAR AL ENCUESTADOR, TRAER DEL LLCC TIPO Y REGION (REGION ES VARIABLE DE CONTROL DE CUOTAS))

Buenos días, tardes, mi nombre es (ENC MENCIONE SU NOMBRE), y trabajo en estudio para IPSOS, una empresa privada dedicada a la investigación de mercados y de opinión pública. Actualmente nos encontramos desarrollando un estudio sobre las organizaciones que han participado en el programa Territorios de Oportunidad y su opinión nos será valiosa para los propósitos de la investigación. Usted fue escogido por ser un miembro de una de las organizaciones beneficiarias del programa. Su participación es voluntaria, su identidad y las respuestas suministradas serán de carácter confidencial, ya que, los datos se utilizarán únicamente para fines estadísticos, Garantizamos confidencialidad de su identidad, de acuerdo al código de ética de ESOMAR y de la ley de Protección de Datos por los cuales nos regimos, usted podría ser contactado posteriormente a fines de control de calidad. Esta encuesta puede ser grabada o monitoreada como control interno de calidad. Su participación es muy valiosa porque contribuirá a la mejora de los programas de desarrollo territorial en Colombia, enfocado en el fortalecimiento de organizaciones, como la suya. Por favor, le agradecería que me dedicara unos 60 minutos para responderme unas preguntas.

Para cualquier inquietud puede comunicarse con Cristina Querubín, correo Cristina.Querubin@ipsos.com en Bogotá.

F0. Con estas precisiones ¿acepta participar en la presente encuesta? (RU)

1. Sí	2. No (ENC: AGRADEZCA Y TERMINE) (PROG: TERMINE)
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F01. ¿Usted acepta ser grabado en esta encuesta? (RU)

1. Sí	2. No (PROG: DETENGA EL GRABADOR)
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CAPÍTULO I. PERFIL DEL MIEMBRO DE LA ORGANIZACIÓN

I.1. Verificación del perfil

Q101. Vamos a hablar sobre la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN), usted pertenece actualmente a esta? (ENC: ESPONTÁNEA) (RU):

1. Si pertenece	2. Perteneció en el pasado, pero actualmente no pertenece	3. Nunca ha pertenecido
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(PROG: SI RESPONDE EN Q101 COD 2 ó 3, TERMINE)

I. 2. Identificación y lugar de vivienda del encuestado

Q102. ¿Cuál es su nombre completo (PROG: ABIERTA) (ENC: LEA)

1. Primer nombre	2. Segundo nombre (PROG: OPCIONAL)	3. Primer apellido	4. Segundo Apellido (PROG: OPCIONAL)

Q103. ¿Cuál es su identidad de género? (ENC: LEA) (RU)

1. Hombre	2. Mujer	89. Otra identidad de género
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Q104. Cuántos años cumplidos tiene:

1. _____ (PROG: CAMPO NUMERICO, RANGO DE 18 EN ADELANTE, SI RESPONDE MENOS DE 18, TERMINAR LA ENCUESTA) (ENC: SI ES MENOR DE 18 AÑOS AGRADEZCA Y TERMINE)

Q105. En dónde vive usted actualmente.: (ENC: LEA)

1. Departamento (RU)	(PROG: MUESTRE DESPLEGABLE DE LA LISTA DE DEPARTAMENTOS, AGREGUE BUSCADOR) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q105.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO, AGREGUE BUSCADOR) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

Q106. Usted habita en: (ENC: LEA) (RU)

1. Cabecera municipal	2. Resto (zonas rurales- centros poblados y rural disperso)
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(PROG: SÍ RESPONDIÓ EN Q106 COD 2 MUESTRE Q107, DE LO CONTRARIO PASE A Q108).

Q107.Cuál es el nombre de la vereda en que usted habita (ENC: ESPONTÁNEA) (RU)

I. Vereda (PROG: DEPENDIENDO DEL MUNICIPIO QUE SELECCIONE EN Q105.2, MUESTRE DESPLEGABLE DE LA LISTA DE VEREDAS QUE CORRESPONDEN A ESE MUNICIPIO, HABILITAR BUSCADOR PARA QUE SEA MAS FACIL PARA EL ENCUESTADOR ENCONTRAR POR UNA PALABRA EL NOMBRE DE LA VEREDA) (ENC: SELECCIONE LA VEREDA QUE INDIQUE LA PERSONA)

89. Otra ¿Cuál? _____

Q108. Hace cuánto tiempo vive en el municipio (PROG: TRAER RESPUESTA DE Q105.2) _____ (PROG: NUMERICA, ACEPTAR DE CERO "0" EN ADELANTE) (ENC: PREGUNTE EL TIEMPO EN AÑOS)

(PROG: SI LA RESPUESTA DE Q108 ES DIFERENTE A LA DADA EN Q104 MUESTRE Q109 DE LO CONTRARIO, PASE A Q110.)

Q109. ¿Cuál fue la razón principal para cambiar la residencia y venirse a vivir en el municipio (PROG: TRAER RESPUESTA DE Q105.2)?

(ENC: ESPONTÁNEA) (RU):

1. Ausencia de medios de subsistencia
2. Riesgo o consecuencia de desastre natural (inundación, avalancha, deslizamiento, terremoto, etc.)
3. Amenaza o riesgo para su vida, su libertad o su integridad física, ocasionada por la violencia
4. Necesidad de educación
5. Porque se casó o formó pareja
6. Motivos de salud
7. Mejorar la vivienda o localización
8. Mejores oportunidades laborales o de negocio
89. Otra. ¿Cuál?

I.3. Características socioeconómicas del encuestado

Q110. De acuerdo con su cultura, pueblo o rasgos físicos, usted es o se reconoce como (ENC: LEA) (RU):

1. Indígena	2. Gitano(a) (ROM)	3. Negro (a), Mulato (a) (afrodescendiente), Afrocolombiano	4. Raizal del archipiélago de San Andrés, Providencia y Santa Catalina	5. Palenquero (a) de San Basilio	90. Ninguno
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Q111. ¿Cuál es el título o diploma de mayor nivel educativo que Usted ha recibido? (ENC: ESPONTÁNEA) (RU):

90. Ninguno	1. Primaria	2. Bachiller	3. Técnico o tecnológico	4. Universitario	5. Postgrado (especialización, maestría, doctorado)
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Q112. ¿En qué actividad ocupó..... la mayor parte del tiempo la semana pasada? (ENC: LEA) (RU)

1. Trabajando
2. Buscando trabajo
3. Estudiando
4. Oficios del hogar
5. Incapacitado permanente para trabajar
89. Otra actividad. ¿Cuál?

(PROG: SI EN Q112 RESPONDIÓ COD 1, MUESTRE Q113. DE LO CONTRARIO, PASE A Q201)

Q113. En este trabajo... es: (ENC: LEA) (RU)

1. Empleado u obrero de empresa particular
2. Empleado u obrero del gobierno
3. Empleado doméstico
4. Trabajador por cuenta propia o independiente
5. Patrón o empleador
6. Trabajador familiar sin remuneración
7. Trabajador sin remuneración en empresas o negocios de otros hogares
8. Jornalero o peón
89. Otro. ¿Cuál?

Q114. Por el desarrollo de este trabajo recibe ingresos: (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q114 RESPONDIÓ COD 1, MUESTRE Q115; SÍ RESPONDIÓ COD 2, PASE A Q117)

Q115. Desde qué año el desarrollo de esta actividad económica le genera ingresos: _____ (PROG: NUMERICO, 4 DIGITOS, NO MAYOR A 2021)

Q116. Desde (PROG: SI EN Q115 RESPONDIÓ 2018 O UN AÑO ANTERIOR, MUESTRE 2018; SÍ RESPONDIÓ UN AÑO POSTERIOR A 2018, TRAER RESPUESTA A Q115) los ingresos de este trabajo han (ENC: LEA) (RU)

1. Aumentado	2. Disminuido	3. Siguen igual	93. NS/NR
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Q117. (ENC: ENTREGUE TARJETA Q117) A qué actividad está relacionada el trabajo que desarrolla como (PROG: TRAER RESPUESTA DE Q113) ?: (ENC: LEA SI ES NECESARIO) (RU)

1. Agropecuaria (producción agrícola- ej. café, cacao, coco, frutas, etc.- producción pecuaria, -ej. Ganadería, piscicultura, etc.-)
2. Artesanías
3. Servicios de turismo (alojamiento, servicio de guía, agencias de viaje, recreacionistas, etc.)
4. Actividades musical y otras expresiones artísticas o culturales
5. Actividades deportivas o de recreación
6. Actividades de servicios de alimentos y restaurantes (cocineros, meseros, panaderos, etc.)
7. Industria manufacturera
8. Comercio de productos al por menor o al por mayor
9. Servicios informáticos y de telecomunicaciones, producción de contenidos comunicacionales y/o publicitarios.
10. Actividades de servicios administrativos y de apoyo
11. Construcción
12. Transporte y almacenamiento
14. Explotación de minas y canteras

15. Suministro de electricidad, gas, vapor y aire acondicionado
16. Administración pública y defensa
17. Educación
18. Actividades financieras y de seguros
19. Actividades de atención de la salud humana y de asistencia social
20. Actividades de seguridad e investigación privada
89. Otro ¿Cuál?

Q118. En dónde desarrolla principalmente este trabajo: (ENC: LEA) (RU)

(PROG: MUESTRE 1. OPCIÓN 1 SI RESPONDIÓ COD 1 EN Q106)

1.OPCIÓN 1

1. Cabecera municipal de... (PROG: TRAER RESPUESTA DE Q105.2)	2. En una vereda del municipio... (PROG: TRAER RESPUESTA DE Q105.2)	3. En un municipio diferente a ... (PROG: TRAER RESPUESTA DE Q105.2)
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(PROG: MUESTRE 2. OPCIÓN 2 SI RESPONDIÓ COD 2 EN Q106)

2.OPCIÓN 2

1. Vereda de... (PROG: TRAER RESPUESTA DE Q107)	2. En la cabecera municipal de... (PROG: TRAER RESPUESTA DE Q105.2)	3. En otra vereda del municipio... (PROG: TRAER RESPUESTA DE Q105.2)	4. En un municipio diferente a ... (PROG: TRAER RESPUESTA DE Q105.2)
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(PROG: SI EN Q118 1. OPCIÓN 1 RESPONDIÓ COD 2, Ó, EN 2. OPCIÓN 2 RESPONDIÓ COD 3, MUESTRE Q119)

(PROG: SI EN Q118 1. OPCIÓN 1 RESPONDIÓ COD 3, Ó, EN 2. OPCIÓN 2 RESPONDIÓ COD 4, PASE Q120)

(PROG: SI EN Q118 1. OPCIÓN 1 RESPONDIÓ COD 1, Ó, EN 2. OPCIÓN 2 RESPONDIÓ 1 O 2, PASE Q121)

Q119. Cuál es el nombre de la principal vereda de (PROG: TRAER RESPUESTA DE Q105.2) donde usted desarrolla su trabajo: (ENC: ESPONTÁNEA) (RU):

1. Vereda (PROG: DEPENDIENDO DEL MUNICIPIO QUE SELECCIONE EN Q105.2, MUESTRE DESPLEGABLE DE LA LISTA DE VEREDAS QUE CORRESPONDEN A ESE MUNICIPIO, AGREGAR BUSCADOR) (ENC: SELECCIONE LA VEREDA QUE INDIQUE LA PERSONA)

89. Otra ¿Cuál? _____

(PROG: PASE Q121)

Q120. Cuál es el nombre del principal municipio donde usted desarrolla su trabajo (ENC: ESPONTÁNEA) :

1. Departamento (RU)	(PROG: MUESTRE DESPLEGABLE DE LA LISTA DE DEPARTAMENTOS, AGREGAR BUSCADOR) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q120.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO, AGREGAR BUSCADOR) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

120A Cuál es el nombre de la principal vereda de (PROG: TRAER RESPUESTA DE Q120.2) donde usted desarrolla su trabajo: (ENC: ESPONTÁNEA) (RU):

I. Vereda (PROG: DEPENDIENDO DEL MUNICIPIO QUE SELECCIONE EN Q120.2, MUESTRE DESPLEGABLE DE LA LISTA DE VEREDAS QUE CORRESPONDEN A ESE MUNICIPIO, AGREGAR BUSCADOR) (ENC: SELECCIONE LA VEREDA QUE INDIQUE LA PERSONA)

89. Otra ¿Cuál? _____

Q121. Desde 2018, de quién(es) ha recibido apoyo para desarrollar su trabajo de (PROG: TRAER RESPUESTA DE Q113) (ENC: LEA) (RM)

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Junta de Acción Comunal	7. Cooperación internacional	8. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	89. Otro ¿Cuál? _____	90. Ninguno (PROG: EXCLUYENTE)
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CAPÍTULO II. CARACTERIZACIÓN DE LA ORGANIZACIÓN

II.1. Perfil del encuestado dentro de la organización

Ahora, vamos a hablar sobre la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)

Q201. Aproximadamente, cuántos años lleva dentro de esta organización _____ (PROG: NUMERICO, RANGO DE 0 A 95)

Q202. ¿Para pertenecer a la organización se debe pagar algún tipo de cuota? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q202 RESPONDIÓ COD 1, MUESTRE Q203, DE LO CONTRARIO PASE A Q204)

Q203. ¿Cuál es el valor de la cuota de la organización al año? \$ _____ (PROG: NUMERICO, RANGO DE 100 HASTA 1000.000)

Q203.I (ENC: ENTREGUE TARJETA Q203.I) De las siguientes opciones, cuál describe de mejor manera la naturaleza, dedicación o tipo de esta organización (ENC: LEA SI ES NECESARIO) (RU):

1. Asociación de productores y/o comercializadores
2. Junta de Acción Comunal -JAC
3. Asociación de JAC
4. Organización étnica (ej. consejos comunitarios de comunidades afrodescendientes, comunidades indígenas, etc.)
5. Veeduría ciudadana
6. Organizaciones de población desplazada, población retornada o población vulnerable
7. Grupo voluntario de trabajo con la comunidad o de apoyo para población necesitada
8. Grupo de conservación del medio ambiente
9. Grupo deportivo y/o cultural
10. Grupo de LGBTI
11. Grupo de mujeres
12. Grupos juveniles
13. Organizaciones educativas (asociación de padres de familia, grupos de estudiantes, etc.)
14. Junta de programación de emisoras comunitarias
15. Asociación de vigilancia y seguridad

16. Movimiento político
17. Sindicato
18. Grupos de comunicaciones
89. Otra ¿Cuál?

Q203.2 (ENC: ENTREGUE TARJETA Q203.2) De las siguientes opciones, cuál describe de MEJOR manera su rol dentro de la organización (ENC: LEA SI ES NECESARIO) (RU):

1. Dignatario o directivo de la organización
2. Lidera o coordina un comité de trabajo
3. Pertenece o es miembro de un comité de trabajo
90. Ninguno
89. Otra ¿Cuál?

Q203.3 (ENC: ENTREGUE TARJETA Q203.3) De las siguientes opciones, cuál describe de MEJOR manera sus PRINCIPALES tareas o actividades dentro de la organización (ENC: LEA SI ES NECESARIO) (RU):

1. Administrativas
2. Para la producción de bienes o servicios de la organización
3. Para la comercialización de bienes o venta de servicios de la organización
90. Ninguno

89. Otra ¿Cuál?

II.2. Actividades de Territorios de Oportunidad en las que participa la organización

(ENC: LEA) Ahora vamos a hablar de la participación de esta organización en el programa Territorios de Oportunidad

Q204. Usted conoce que esta organización ha participado en el programa Territorios de Oportunidad (ENC: LEA) (RU)

1. Sí	2. No
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(ENC: CUANDO MUESTRE LA TABLET, DIGALE AL ENCUESTADO QUE ESTAS SON LAS ACTIVIDADES EN QUE HA PARTICIPADO SU ORGANIZACIÓN CON TERRITOROS DE OPORTUNIDAD Y QUE DURANTE LA ENCUESTA LE HAREMOS PREGUNTAS SOBRE ESTO)

(PROG: SI EN Q204 RESPONDE COD 2, PARA CADA ORGANIZACIÓN TRAER DE LLCC LAS SIGUIENTES VARIABLES EN DONDE HAYA RESPUESTA Y MOSTRAR CON LA SIGUIENTE ESTRUCTURA)

ACTIVIDAD	OBJETIVO GENERAL
1. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE ActivityName1)	1. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE GeneralObjective1)
2. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE ActivityName2)	2. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE GeneralObjective2)
3. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE ActivityName3)	3. (PROG: TRAER DEL LLCC RESPUESTA DE LA VARIABLE GeneralObjective3)

Q205. (ENC: ENTREGUE TARJETA Q205) De las siguientes opciones, cuales describen de mejor manera los componentes o áreas de las actividades de Territorios de Oportunidad en las que esta organización ha participado (ENC: LEA SI ES NECESARIO) (RM)

1. Fortalecimiento de las capacidades internas de la organización	2. Fortalecimiento de las actividades económicas	3. Gestión de infraestructura (por ejemplo, placa huella en vía, alcantarillas en vías provisión de energía, infraestructura educativa, de salud o para la producción, entre otras)	4. Participación y diálogo con otras organizaciones o entidades públicas y privadas	5. Medios de comunicación, (por ejemplo, radio, televisión, prensa, redes sociales, entre otras).	93. NS/NR (PROG: EXCLUYENTE)
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Q206. Responda qué tan de acuerdo está con la siguiente afirmación. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
I. Las actividades de Territorios de Oportunidad responden a las necesidades de esta organización	1	2	3	4	5

Q207A ¿En cuál municipio se concentra su mayor actividad económica o social con la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)?: (ENC: LEA)

1. Departamento (RU)	(PROG: TRAER DE DOCUMENTO LUGARES, LISTA DE DEPARTAMENTOS) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q207A.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

Q207. ¿En cuál de las veredas donde opera Territorios de Oportunidad en el municipio (PROG: TRAER RESPUESTA DE Q207A.2), se concentra su mayor actividad económica o social con esta organización? (ENC: ESPONTANEA) (RU)

(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q207A.2)

89. Otra ¿Cuál? ____

998 No sabe

999 No responde

(PROG: SI EN Q207 RESPONDE COD 89 Ó 998, Ó 999, MUESTRE Q208 DE LO CONTRARIO, PASE A Q209)

Q208. Ahora, de las siguientes veredas del municipio (PROG: TRAER RESPUESTA DE Q207A.2) en cuál considera usted que se concentra su mayor actividad económica y social con esta organización. ENC: MUESTRE LA TABLET AL ENCUESTADO PARA QUE SELECCIONE LA RESPUESTA, UNA VEZ SELECCIONE LA RESPUESTA PIDA LA TABLET DE REGRESO) (RU)

(PROG: TRAER DEL DOCUMENTO LUGARES, LISTA DE VEREDAS QUE CORRESPONDAN AL MUNICIPIO REPORTADO EN Q207A.2)

Q209. Responda qué tan de acuerdo está con la siguiente afirmación. Siendo 1 “muy en desacuerdo” y 5 “muy de acuerdo”. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
I. Las actividades de Territorios de Oportunidad responden a las necesidades de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)	1	2	3	4	5

CAPÍTULO IV. CAPACIDADES

(ENC: LEA) Ahora vamos a hablar sobre su participación en esta organización....

(PROG: SI Q205==1 MUESTRE: Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con (PROG: INSERTE RESPUESTA Q205.I SI EN Q205=1))

Q401. Por favor responda que tanto ... (ENC: LEA) (RU)

	Mucho	Algo	Poco	Nada
1. Se siente e representado por los líderes o directivos	1	2	3	4
2. Los líderes o directivos de la organización podrían mejorar su gestión	1	2	3	4
3. El trabajo que se realiza en la organización responde a las metas y objetivos de esta organización	1	2	3	4
4. Conoce sus funciones, roles o tareas dentro de esta organización	1	2	3	4

Q402. Considera que la participación en Territorios de Oportunidad ha mejorado las capacidades de (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)

para (PROG OPCIONES DE Q402) (ENC: LEA TODAS, INCLUYENDO NS/NR o No aplica) (RU)

Q403. Cómo califica este apoyo brindado para (PROG OPCIONES DE Q402) (ENC: LEA) (RU)

	Sí	No	NS/NR	No aplica	Muy bueno	Bueno	Regular (ni buena ni mala)	Malo	Muy malo	NS/NR
1. Organizar y documentar los procesos administrativos de la organización	1. (PROG: Pase Q403.1)	2. (PROG: Pase Q402.2)	93. (PROG: Pase Q402.2)	94. (PROG: Pase Q402.2)	1. (PROG: Pase Q402.2)	2. (PROG: Pase Q402.2)	3. (PROG: Pase Q402.2)	4. (PROG: Pase Q402.2)	5. (PROG: Pase Q402.2)	93. (PROG: Pase Q402.2)
2. Organizar y documentar los procesos financieros	1. (PROG: Pase Q403.2)	2. (PROG: Pase Q402.3)	93. (PROG: Pase Q402.3)	94. (PROG: Pase Q402.3)	1. (PROG: Pase Q402.3)	2. (PROG: Pase Q402.3)	3. (PROG: Pase Q402.3)	4. (PROG: Pase Q402.3)	5. (PROG: Pase Q402.3)	93. (PROG: Pase Q402.3)

3. Resolver conflictos internos	1. (PROG: Pase Q403.3)	2. (PROG: Pase Q402.4)	93. (PROG: Pase Q402.4)	94. (PROG: Pase Q402.4)	1. (PROG: Pase Q402.4)	2. (PROG: Pase Q402.4)	3. (PROG: Pase Q402.4)	4. (PROG: Pase Q402.4)	5. (PROG: Pase Q402.4)	93. (PROG: Pase Q402.4)
4. Mejorar la comunicación entre los asociados y los líderes o directivos	1. (PROG: Pase Q403.4)	2. (PROG: Pase Q402.5)	93. (PROG: Pase Q402.5)	94. (PROG: Pase Q402.5)	1. (PROG: Pase Q402.5)	2. (PROG: Pase Q402.5)	3. (PROG: Pase Q402.5)	4. (PROG: Pase Q402.5)	5. (PROG: Pase Q402.5)	93. (PROG: Pase Q402.5)
5. Mejorar las relaciones con el sector privado y público	1. (PROG: Pase Q403.5)	2. (PROG: Pase Q402.6)	93. (PROG: Pase Q402.6)	94. (PROG: Pase Q402.6)	1. (PROG: Pase Q402.6)	2. (PROG: Pase Q402.6)	3. (PROG: Pase Q402.6)	4. (PROG: Pase Q402.6)	5. (PROG: Pase Q402.6)	93. (PROG: Pase Q402.6)
6. Fortalecer o crear proyectos o negocios	1. (PROG: Pase Q403.6)	2. (PROG: Pase Q402.7)	93. (PROG: Pase Q402.7)	94. (PROG: Pase Q402.7)	1. (PROG: Pase Q402.7)	2. (PROG: Pase Q402.7)	3. (PROG: Pase Q402.7)	4. (PROG: Pase Q402.7)	5. (PROG: Pase Q402.7)	93. (PROG: Pase Q402.7)
7. Definir o proponer cómo mejorar los resultados de la organización	1. (PROG: Pase Q403.7)	2. (PROG: Pase Q402.8)	93. (PROG: Pase Q402.8)	94. (PROG: Pase Q402.8)	1. (PROG: Pase Q402.8)	2. (PROG: Pase Q402.8)	3. (PROG: Pase Q402.8)	4. (PROG: Pase Q402.8)	5. (PROG: Pase Q402.8)	93. (PROG: Pase Q402.8)
8. Organizar y documentar los procesos productivos	1. (PROG: Pase Q403.8)	2. (PROG: Pase Q404)	93. (PROG: Pase Q404)	94. (PROG: Pase Q404)	1. (PROG: Pase Q404)	2. (PROG: Pase Q404)	3. (PROG: Pase Q404)	4. (PROG: Pase Q404)	5. (PROG: Pase Q404)	93. (PROG: Pase Q404)

Q404. ¿Qué tanto confía usted en los demás miembros de esta organización? (ENC: LEA) (RU)

1. Nada	2. Poco	3. Algo	a Mucho
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Q405. ¿Considera usted que las personas de esta organización están dispuestos a lograr acuerdos y a realizar acciones conjuntas para la obtención de propósitos comunes? (ENC: LEA) (RU)

1. Nada	2. Poco	3. Algo	a Mucho
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Q406. (ENC: ENTREGUE TARJETA Q406) ¿De los siguientes problemas seleccione el o los problemas más graves asociados con los procesos organizativos que están enfrentando esta organización? (ENC: LEA TODAS LAS OPCIONES SI ES NECESARIO, SE ACEPTAN MAXIMO 3 RESPUESTAS) (RM) (PROG: ACEPTAR MAXIMO 3 RESPUESTAS):

1. La gente es muy desconfiada
2. A la gente no le interesa participar
3. Cuando se organiza un grupo el trabajo en equipo es muy difícil
4. La gente no tiene la formación necesaria para los procesos organizativos
5. Los trabajos organizativos no se proyectan hacia afuera para conseguir los apoyos necesarios
6. Las autoridades no facilitan los procesos organizativos
7. Otros grupos políticos lo hacen difícil
89. Otro. ¿cuál? _____
90. Ninguno (PROG: EXCLUYENTE)

CAPÍTULO V. DESARROLLO ECONÓMICO

IV.1. Percepción sobre la situación económica territorial

(PROG: SI Q205==2 ó 5 MUESTRE) Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con (PROG: INSERTE RESPUESTA Q205.2 SI EN Q205=2 Y RESPUESTA Q205.5 SI EN Q205=5)

Q501. Desde 2018, ¿Considera usted que la situación económica de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) ENC: LEA) (RU)?

1. Ha mejorado	2. Se mantiene igual de bien	3. Se mantiene igual de mal	4. Ha empeorado
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Q502. (ENC: ENTREGUE TARJETA Q502) Cuál es el principal factor que usted considera ha potenciado o favorecido el desarrollo de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) (ENC: LEA SI ES NECESARIO) (RU)?

1. Fortalecimiento de las organizaciones comunitarias y sus capacidades internas	2. Fortalecimiento de la actividad económica, laboral o productiva local	3. Mejoramiento de los servicios públicos y la infraestructura (por ejemplo, placa huella en vía, alcantarillas en vías provisión de energía, infraestructura educativa, de salud o para la producción, entre otras)	4. Trabajo conjunto entre organizaciones de la población con organismos privados y públicos.	89. Otro. Cuál__
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Q503. (ENC: ENTREGUE TARJETA Q503) Cuál es el principal factor que usted considera NECESARIO para el desarrollo de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) (ENC: LEA SI ES NECESARIO) (RU)?

1. Fortalecimiento de las organizaciones comunitarias y sus capacidades internas	2. Fortalecimiento de la actividad económica, laboral o productiva local	3. Mejoramiento de los servicios públicos y la infraestructura (por ejemplo, placa huella en vía, alcantarillas en vías provisión de energía, infraestructura educativa, de salud o para la producción, entre otras)	4. Trabajo conjunto entre organizaciones de la población con organismos privados y públicos.	89. Otro. Cuál__
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IV.2. Aprovechamiento de oportunidades

(ENC: LEA) Ahora vamos a hablar sobre su actividad económica...

Q504. Desde 2018, en general considera usted que su situación económica... (ENC: LEA) (RU)?

1. Ha mejorado	2. Se mantiene igual de bien	3. Se mantiene igual de mal	4. Ha empeorado
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Q505. Desde el 2018, en el marco de su participación en la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN), ha recibido apoyo para el trabajo de (PROG: TRAER RESPUESTA DE Q113) en el área de (PROG: TRAER RESPUESTA DE Q117) (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q505 RESPONDIÓ COD 1, MUESTRE Q506, DE LO CONTRARIO, PASE A Q508)

Q506. Desde 2018, para el desarrollo de este trabajo, ha recibido apoyo con (PROG: FRASES DE Q506)? (ENC: LEA TODAS LAS OPCIONES) (RU)					Q507. De quiénes han recibido recursos (en \$ o trabajo) para (PROG: FRASES DE Q506)? (ENC: NO LEA OPCIONES DE Q507) (RM)									
FRASES	Sí	No	NS/NR	No aplica	Gobierno Nacional	Gobierno local	Otras organizaciones comunitarias	Sector privado	Programa Territorios de Oportunidad	Cooperación internacional	(PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)	(PROG: SI EN 203.1 RESPONDIÓ 2, MOSTRAR TEXTO "Otra Junta de Acción Comunal"; DE LO CONTRARIO	Otro ¿Cuál? —	Ninguno

												RIO, MOSTRA R TEXTO "Junta de Acción Comunal")		
I. Asistencia técnica o capacitaciones para la producción del bien o servicio	1 (Pase Q507 .1)	2 (Pase Q506 .2)	93 (Pase Q506 .2)	94 (Pase Q506 .2)	1 (Pase Q506. 2)	2 (Pase Q506. 2)	3 (Pase Q506.2)	4 (Pase Q506 .2)	5 (Pase Q506.2)	6 (Pase Q506.2)	7 (Pase Q506.2)	8 (Pase Q506.2)	89 (Pase Q506 .2)	90 (Pase Q506 .2)
2. Financiamiento directo	1 (Pase Q507 .2)	2 (Pase Q506 .3)	93 (Pase Q506 .3)	94 (Pase Q506 .3)	1 (Pase Q506. 3)	2 (Pase Q506. 3)	3 (Pase Q506.3)	4 (Pase Q506 .3)	5 (Pase Q506.3)	6 (Pase Q506.3)	7 (Pase Q506.3)	8 (Pase Q506.3)	89 (Pase Q506 .3)	90 (Pase Q506 .3)
3. Crédito	1 (Pase Q507 .3)	2 (Pase Q506 .4)	93 (Pase Q506 .4)	94 (Pase Q506 .4)	1 (Pase Q506. 4)	2 (Pase Q506. 4)	3 (Pase Q506.4)	4 (Pase Q506 .4)	5 (Pase Q506.4)	6 (Pase Q506.4)	7 (Pase Q506.4)	8 (Pase Q506.4)	89 (Pase Q506 .4)	90 (Pase Q506 .4)
4. Equipos/máquina o insumos /materias primas para la producción de su	1 (Pase Q507 .4)	2 (Pase Q506 .5)	93 (Pase Q506 .5)	94 (Pase Q506 .5)	1 (Pase Q506. 5)	2 (Pase Q506. 5)	3 (Pase Q506.5)	4 (Pase Q506 .5)	5 (Pase Q506.5)	6 (Pase Q506.5)	7 (Pase Q506.5)	8 (Pase Q506.5)	89 (Pase Q506 .5)	90 (Pase Q506 .5)

producto o servicio														
5. La Comercialización o divulgación del producto o servicio de esta organización	1 (Pase Q507 .5)	2 (Pase Q508)	93 (Pase Q508)	94 (Pase Q508)	1 (Pase Q508)	2 (Pase Q508)	3 (Pase Q508)	4 (Pase Q508)	5 (Pase Q508)	6 (Pase Q508)	7 (Pase Q508)	8 (Pase Q508)	89 (Pase Q508)	90 (Pase Q508)

V.3. Dinamización de la economía social

Q508. ¿Considera usted que personas de veredas diferentes a la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) vienen a trabajar a la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q508 RESPONDIÓ COD 1, MUESTRE Q509, DE LO CONTRARIO, PASE A Q510)

Q509. De dónde provienen la mayoría de las personas que vienen a trabajar a la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208), (ENC: PREGUNTE LA/S VEREDA/S O MUNICIPIO DIFERENTE, PUEDE SELECCIONAR HASTA 2 RESPUESTAS) (RM) (PROG: PUEDE SELECCIONAR MAXIMO 2 OPCIONES DE LA LISTA)

1. Vereda/s (PROG: DEPENDIENDO DEL MUNICIPIO QUE SELECCIONE DE Q207A.2, MUESTRE DESPLEGABLE DE LA LISTA DE VEREDAS QUE CORRESPONDEN A ESE MUNICIPIO, AGREGAR BUSCADOR) (ENC: SELECCIONE LA O LAS VEREDAS QUE INDIQUE LA PERSONA)

1000. De un municipio diferente a (PROG: TRAER RESPUESTA DE Q207A.2)

(PROG: SI RESPONDIO COD 1000 EN Q509 MUESTRE Q509.A, DE LO CONTRARIO PASE A Q510)

509A.Cuál es el nombre del principal municipio de dónde vienen a trabajar (ENC: ESPONTÁNEA):

1. Departamento (RU)	(PROG: MUESTRE DESPLEGABLE DE LA LISTA DE DEPARTAMENTOS, AGREGAR BUSCADOR) (ENC: SELECCIONE EL DEPARTAMENTO QUE INDIQUE LA PERSONA)
2. Municipio (RU)	(PROG: DEPENDIENDO DEL DEPARTAMENTO QUE SELECCIONE EN Q509A.1, MUESTRE DESPLEGABLE DE LA LISTA DE MUNICIPIOS QUE CORRESPONDEN A ESE DEPARTAMENTO, AGREGAR BUSCADOR) (ENC: SELECCIONE EL MUNICIPIO QUE INDIQUE LA PERSONA)

509B. Cuál es el nombre de la principal vereda de dónde vienen a trabajar desde (PROG: TRAER RESPUESTA DEL MUNICIPIO 509A.2.)

1. Vereda (PROG: DEPENDIENDO DEL MUNICIPIO QUE SELECCIONE EN Q509A.2, MUESTRE DESPLEGABLE DE LA LISTA DE VEREDAS QUE CORRESPONDEN A ESE MUNICIPIO, AGREGAR BUSCADOR) (ENC: SELECCIONE LA VEREDA QUE INDIQUE LA PERSONA)

89. Otra ¿Cuál? _____

Q510. Desde 2018, ¿desde la organización se ha identificado la aparición de alguna actividad económica que emplea un número importante de personas de esta organización y que antes no era común? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q510 RESPONDIÓ COD 1, MUESTRE Q511, DE LO CONTRARIO, PASE A Q601)

Q511. (ENC: ENTREGUE TARJETA Q511) ¿En qué sector? (ENC: LEA SI ES NECESARIO) (RU)

1. Agropecuaria (producción agrícola- ej. café, cacao, coco, frutas, etc.- producción pecuaria, -ej. Ganadería, piscicultura, etc.-)
2. Artesanías
3. Servicios de turismo (alojamiento, servicio de guía, agencias de viaje, recreacionistas, etc.)
4. Actividades musical y otras expresiones artísticas o culturales

5. Actividades deportivas o de recreación	
6. Actividades de servicios de alimentos y restaurantes (cocineros, meseros, panaderos, etc.)	
7. Industria manufacturera	
8. Comercio de productos al por menor o al por mayor	
9. Servicios informáticos y de telecomunicaciones, producción de contenidos comunicacionales y/o publicitarios.	
10. Actividades de servicios administrativos y de apoyo	
11. Construcción	
12. Transporte y almacenamiento	
12. Explotación de minas y canteras	
13. Suministro de electricidad, gas, vapor y aire acondicionado	
14. Administración pública y defensa	
15. Educación	
16. Actividades financieras y de seguros	
17. Actividades de atención de la salud humana y de asistencia social	
18. Actividades de seguridad e investigación privada	
89. Otro ¿Cuál?	

CAPÍTULO VI. PROVISIÓN DE BIENES Y SERVICIOS

VI.1. Involucramiento de las comunidades en la provisión de bienes y servicios

(PROG: SI Q205==3 MUESTRE) Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con (PROG: INSERTE RESPUESTA Q205.3 SI EN Q205=3)

Q601. Desde 2018, ¿Como miembro de (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)

ha participado en proyectos de construcción y/o mantenimiento de bienes y servicios públicos o infraestructura, por ejemplo, mejoramiento de vías, provisión de energía, infraestructura educativa, de salud o para la producción, entre otras? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q601 RESPONDIÓ COD 1, MUESTRE Q602, DE LO CONTRARIO, PASE A Q608)

Q602. (ENC: ENTREGUE TARJETA Q602) En qué tipo de tarea(s) ha participado: (ENCLEER SI ES NECESARIO) (RM)

1. Diseño o planeación (planificación de la obra)
2. Implementación o ejecución (jornalear o aportar mano de obra)
3. Supervisión o interventoría (hacer veeduría o vigilancia del desarrollo de la obra)
4. Operación (participar en el funcionamiento de la obra)

(PROG: SI EN Q602 RESPONDIÓ COD 2 MUESTRE Q603, DE LO CONTRARIO, PASE A Q604)

Q603. Específicamente en el marco de la implementación o ejecución del proyecto de construcción y/o mantenimiento de bienes y servicios públicos en el que esta organización ha participado. Indique quién toma la mayoría de las veces las decisiones relacionadas con... (ENC: LEA) (RU)

	El presidente	Junta Directiva	Asamblea de asociados o miembros	
1. Ejecución de recursos	1	2	3	
2. Desarrollo del soporte documental	1	2	3	

Q604. (ENC: ENTREGUE TARJETA Q604) De los proyectos en los que ha participado, en qué área/s han sido los principales proyectos (ENC: LEA TODAS LAS OPCIONES, SE ACEPTAN MINIMO 1 RESPUESTA, MAXIMO 3 RESPUESTAS) (RM) (ENC: LEER SI ES NECESARIO) (RM):

1. Placa huella en vías
2. Centros educativos
3. Centro de salud
4. Sistema de alcantarillado
5. Provisión de internet
6. Provisión de energía eléctrica
7. Provisión de sistemas de riego/drenaje
8. Escenarios deportivos
9. Centros de acopio
10. Planta de procesamiento
11. Alcantarillas en vías
12. Puentes

89. Otro. ¿cuál?

(PROG: SI EN Q604 RESPONDIÓ MAS DE UNA OPCIÓN, MUESTRE Q605, DE LO CONTRARIO PASE A Q606)

Q605. De los proyectos en los que ha participado, cuál considera usted que ha sido el tipo de infraestructura que más beneficio le ha traído a la población de la vereda
(PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) (ENC: LEA) (RU)

(PROG: TRAER RESPUESTAS DADAS EN Q604)

1. Placa huella en vías
2. Centros educativos
3. Centro de salud
4. Sistema de alcantarillado
5. Provisión de internet
6. Provisión de energía eléctrica
7. Provisión de sistemas de riego/drenaje
8. Escenarios deportivos
9. Centros de acopio
10. Planta de procesamiento
11. Alcantarillas en vías
12. Puentes

89. Otro. ¿cuál?

Q606. Quiénes han brindado apoyo a esta organización para la participación en este proyecto de (PROG: SI EN Q604 RESPONDIO SOLO UNA OPCION TRAER RESPUESTA DE Q604, DE LO CONTRARIO TRAER RESPUESTA DE Q605): (ENC: LEA) (RM)

1. Gobierno Nacional	2. Gobierno local	3. Otras organizaciones comunitarias	4. Sector privado	5. Programa Territorios de Oportunidad	6. Cooperación internacional	7. (PROG: SI EN 203.1 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal"	89. Otro ¿Cuál? —	90. Ninguno (PROG: EXCLUYENTE)
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Q607. Sobre el tipo de infraestructura (PROG: SI EN Q604 RESPONDIO SOLO UNA OPCION TRAER RESPUESTA DE Q604, DE LO CONTRARIO TRAER RESPUESTA DE Q605) responda qué tan de acuerdo está con las siguientes afirmaciones .. (ENC: LEA) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. La obra de infraestructura respondió a las necesidades MÁS IMPORTANTES de esta organización	1	2	3	4	5
2. La obra de infraestructura respondió a las necesidades MÁS IMPORTANTES de la población de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)	1	2	3	4	5
3. La población de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) participó en el diseño y ejecución de la obra	1	2	3	4	5
4. Esta obra se realizó dentro de los tiempos planeados y con los recursos asignados inicialmente	1	2	3	4	5
5. Esta obra contribuyó a la legitimidad entre los miembros de la organización	1	2	3	4	5

6. Esta obra contribuyó a la legitimidad de la organización frente a organizaciones o entidades privadas y públicas	1	2	3	4	5
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VI.2. Conectividad

Q608. ¿Desde su vivienda principal en (PROG: RESPUESTA DE Q105.2) usualmente, qué medio o medios de transporte usa cuando usted se desplaza a (PROG: FRASES DE Q608)? (ENC: ESPONTÁNEA) (RU):										Q609. Cuánto tiempo gasta para llegar a (PROG: FRASES DE Q608)? (ENC: PEDIR RESPUESTA EN HORAS Y MINUTOS, LEER LAS FRASES)	Q610. Cuánto dinero (en pesos colombianos) gasta para llegar a (PROG: FRASES DE Q608) (solo ida)? (ENC: PEDIR RESPUESTA EN PESOS)
FRASES	Carro / Jeep	Bicicleta	Bus o Buseta	Camión	Moto	Lancha/Canoa/ Chalupa	Caballo/Mula/ Burro	A pie	En avión	a. Horas ____ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos ____ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS	____ PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000)

											UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0")	
1. Donde el vecino más cercano	1 (PROG: Pase a Q609.1)	2 (PROG: Pase a Q609.1)	3 (PROG: Pase a Q609.1)	4 (PROG: Pase a Q609.1)	5 (PROG: Pase a Q609.1)	6 (PROG: Pase a Q609.1)	7 (PROG: Pase a Q609.1)	8 (PROG: Pase a Q609.1)	9 (PROG: Pase a Q609.1)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos___ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0") (PROG: Pase a Q610.1)	____ PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000) (PROG: Pase a Q608.2)	
2. La escuela más cercana	1 (Pase a Q609.2)	2 (Pase a Q609.2)	3 (Pase a Q609.2)	4 (Pase a Q609.2)	5 (Pase a Q609.2)	6 (Pase a Q609.2)	7 (Pase a Q609.2)	8 (Pase a Q609.2)	9 (Pase a Q609.2)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos___ (PROG:	____ PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000)	

										NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0") (Pase a Q610.2)	(Pase a Q608.3)
3. Puesto de salud más cercano	1 (Pase a Q609.3)	2 (Pase a Q609.3)	3 (Pase a Q609.3)	4 (Pase a Q609.3)	5 (Pase a Q609.3)	6 (Pase a Q609.3)	7 (Pase a Q609.3)	8 (Pase a Q609.3)	9 (Pase a Q609.3)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos___ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0") (Pase a Q610.3)	____PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000) (Pase a Q608.4)
4. La estación	1	2	3	4	5	6	7	8	9	a. Horas ___ (PROG:	____PESOS (PROG:

de policía más cercana	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	(Pase a Q609.4)	NUMERICO, RANGO DE 0 A 144) b. Minutos__ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0") (Pase a Q610.4)	NUMERICO, RANGO DE 0 A 500.000) (Pase a Q608.5)
5. Al centro poblado o caserío más cercano	1 (Pase a Q609.5)	2 (Pase a Q609.5)	3 Pase a Q609.5)	4 Pase a Q609.5)	5 Pase a Q609.5)	6 Pase a Q609.5)	7 Pase a Q609.5)	8 Pase a Q609.5)	9 Pase a Q609.5)	a. Horas __ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos__ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0")	____ PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000) (Pase a Q608.6)

											(Pase a Q610.5)	
6. La alcaldía del municipio donde vive	1 (Pase a Q609.6)	2 (Pase a Q609.6)	3 (Pase a Q609.6)	4 (Pase a Q609.6)	5 (Pase a Q609.6)	6 (Pase a Q609.6)	7 (Pase a Q609.6)	8 (Pase a Q609.6)	9 (Pase a Q609.6)	a. Horas ____ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos____ (PROG: NUMERICO, RANGO DE 0 A 59, AL MENOS UNA OPCION DEBE VENIR CON NUMERO DIFERENTE A "0") (Pase a Q610.6)	____PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000) (Pase a Q608.7)	
7. Al sitio de trabajo o donde desarrolla su actividad económica principal	1 (Pase a Q609.7)	2 (Pase a Q609.7)	3 (Pase a Q609.7)	4 (Pase a Q609.7)	5 (Pase a Q609.7)	6 (Pase a Q609.7)	7 (Pase a Q609.7)	8 (Pase a Q609.7)	9 (Pase a Q609.7)	a. Horas ____ (PROG: NUMERICO, RANGO DE 0 A 144) b. Minutos____ (PROG: NUMERICO, RANGO DE 0 A	____PESOS (PROG: NUMERICO, RANGO DE 0 A 500.000) (Pase a Q611)	

				RANGO DE 0 A 24)													
1. Energía eléctrica	1 (PROG: Pase Q612.1)	2 (PROG: Pase Q611.2)	93 (PROG: Pase Q611.2)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.1)	1 (PROG: Pase Q611.2)	2 (PROG: Pase Q614.1)	3 (PROG: Pase Q614.1)	4 (PROG: Pase Q614.1)	5 (PROG: Pase Q614.1)	1 (PROG: Pase Q611.2)	2 (PROG: Pase Q611.2)	3 (PROG: Pase Q611.2)	4 (PROG: Pase Q611.2)	5 (PROG: Pase Q611.2)	6 (PROG: Pase Q611.2)		
2. Acueducto	1 (Pase Q612.2)	2 (Pase Q611.3)	93 (Pase Q611.3)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.2)	1 (Pase Q611.3)	2 (Pase Q614.2)	3 (Pase Q614.2)	4 (Pase Q614.2)	5 (Pase Q614.2)	1 (PROG: Pase Q611.3)	2 (PROG: Pase Q611.3)	3 (PROG: Pase Q611.3)	4 (PROG: Pase Q611.3)	5 (PROG: Pase Q611.3)	6 (PROG: Pase Q611.3)		
3. Internet	1 (Pase Q612.3)	2 (Pase Q611.4)	93 (Pase Q611.4)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.3)	1 (Pase Q611.4)	2 (Pase Q614.3)	3 (Pase Q614.3)	4 (Pase Q614.3)	5 (Pase Q614.3)	1 (PROG: Pase Q611.4)	2 (PROG: Pase Q611.4)	3 (PROG: Pase Q611.4)	4 (PROG: Pase Q611.4)	5 (PROG: Pase Q611.4)	6 (PROG: Pase Q611.4)		

4. Alcantarillado	1. (Pase Q612.4)	2 (Pase Q615)	93. (Pase Q615)	a. Horas ___ (PROG: NUMERICO, RANGO DE 0 A 24) (Pase Q613.4)	1 (PROG: SI EN ALGUNA DE LAS PREGUNTAS Q613.1 Ó Q613.2 RESPONDIÓ UNA OPCIÓN DIFERENTE A COD I PASE A Q615 DE LO CONTRARIO PASE A Q616)	2 (Pase Q614.4)	3 (Pase Q614.4)	4 (Pase Q614.4)	5 (Pase Q614.4)	1 (PROG : Pase Q615)	2 (PROG: Pase Q615)	3 (PROG: Pase Q615)	4 (PROG: Pase Q615)	5 (PROG : Pase Q615)	6 (PROG: Pase Q615)	
<p>(PROG: SI EN ALGUNA DE LAS OPCIONES DE Q613 RESPONDIÓ COD DIFERENTE A I MUESTRE Q615.I DE LO CONTRARIO, PASE A Q616)</p> <p>Q615.1 De las obras realizadas en los servicios públicos, cuál considera usted que ha sido la que más beneficio le ha traído a la población de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) (ENC: LEA) (RU)</p> <p>(PROG: TRAER LAS OPCIONES DE 611 DONDE EN LA 613 LA RESPUESTA COD DIFERENTE A I)</p> <p>Q615.2Cuál considera usted que es el principal beneficio, que la obra en (PROG: TRAER RESPUESTA a 615.1) le trajo beneficios a la población de esta vereda?, (ENC: LEER, SELECCIONE LAS OPCIONES QUE EL ENCUESTADO INDIQUE) (RU)</p> <div data-bbox="741 1297 1356 1367" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;">1. Mejor calidad del servicio</div>																

2. Más personas acceden al servicio
3. Mayor confianza entre las personas de la comunidad
4. Mejor calidad de vida
5. Más trabajo conjunto
6. Ninguno
89. Otro ¿Cuál?

VI.4. Dotación de infraestructura pública

<p>Q616. En la actualidad, ¿en el municipio (PROG: TRAER RESPUESTA DE Q207A.2) tienen acceso a (PROG: LUGARES DE Q616)? (ENC: LEER) (RU)</p>	<p>Q616A. En qué vereda se encuentra (PROG: LUGARES DE Q616) al que accede usualmente (ENC: ESPONTÁNEA) (RU)</p> <p>(PROG: TRAER LISTA DESPLEGABLE DE</p>	<p>Q617. Cómo califica este servicio de (PROG: LUGARES DE Q616) (ENC: LEER) (RU)</p> <p>1. Muy bueno</p> <p>2. Bueno</p> <p>3 Regular (ni buena ni mala)</p> <p>4. Malo</p>	<p>Q618. (ENC: ENTREGUE TARJETA Q618) Desde 2018, ¿cuál fue el principal cambio que sufrió el acceso a (PROG: LUGARES DE Q616)? (ENC: LEA SI ES NECESARIO) (RU)</p> <p>1. No hubo ningún cambio.</p> <p>2. Construyeron o instalaron el servicio por primera vez</p>	<p>Q619. De quiénes han recibido recursos (en \$ o trabajo) para (PROG: LUGARES DE Q616)? (ENC: LEA) (RM)</p> <p>1. Gobierno Nacional</p> <p>2. Gobierno local</p> <p>3. Otras organizaciones comunitarias</p> <p>4. Sector privado</p> <p>5. Programa Territorios de Oportunidad</p>	<p>Q620. Puesto que en su vereda no cuentan con (PROG: LUGARES DE Q616), indique la vereda más cercana en el cual se puede acceder a este servicio (ENC: ESPONTÁNEA) (RU)</p> <p>(PROG: TRAER LISTA</p>
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				VEREDAS DE LA RESPUESTA DE 207A.2)	5. Muy malo	3. Ampliaron el servicio existente					6. Cooperación Internacional					DESPLIEGABLE DE VEREDAS, PONER BUSCARDOR PARA QUE SEA MAS FACIL LA BUSQUEDA)												
				89. otra Cual? _____						4. Rehabilitaron o mejoraron el servicio existente					7. (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)					89. otra Cual? _____								
									5. Se le realizó mantenimiento básico al servicio existente					8. (PROG: SI EN 203.1 RESPONDIO 2, MOSTRAR "Otra Junta de Acción Comunal; DE LO CONTRARIO, MOSTRAR "Junta de Acción Comunal")														
									89. Otro ¿Cuál? _____																			
LUGARES	Sí	No	NS/NR						1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	6	7	8	89	
1. Parques Biosaludables	1. (Pase Q616A.1)	2 (Pase Q620.1)	99 (Pase Q616.2)	(Pase Q617.1)	(Pase Q618.1)					1 (Pase Q616.1)	2 3 4 5 (Pase Q619.1)				1 2 3 4 5 6 7 8 89 (Pase Q616.2)								((Pase Q616.2))					
2. Centros educativos	1 (Pase Q616A.2)	2 (Pase Q620.2)	99 (Pase Q616.3)	(Pase Q617.2)	1 2 3 4 5 (Pase Q618.2)					1 (Pase Q616.3)	2 3 4 5 (Pase Q619.2)				1 2 3 4 5 6 7 8 89 (Pase Q616.3)								((Pase Q616.3))					
3. Centros de salud u hospital	1 (Pase Q616A.3)	2 (Pase Q620.3)	99 (Pase Q616.4)	(Pase Q617.3)	1 2 3 4 5 (Pase Q618.3)					1 (Pase Q616.4)	2 3 4 5 (Pase Q619.3)				1 2 3 4 5 6 7 8 89 (Pase Q616.4)								(Pase Q616.4)					
4. Plaza de Mercado	1 (Pase Q616A.4)	2 (Pase Q620.4)	99 (Pase Q616.5)	(Pase Q617.4)	1 2 3 4 5					1	2 3 4 5				1 2 3 4 5 6 7 8 89 (Pase Q616.5)								(Pase Q616.5)					

mercado mayoritario		Q620.4)	Q616.5)		(Pase Q618.4)	(Pase Q616.5)	(Pase Q619.4)		
5. Centro cultural o biblioteca	1 (Pase Q616A.5)	2 (Pase Q620.5)	99 (Pase Q701)	(Pase Q617.5)	1 2 3 4 5 (Pase Q618.5)	I. (Si en alguna de las preguntas Q616.1-Q616.5 respondió en alguna opción cód. diferente a I pase a Q621 De lo contrario pase a Q701)	2 3 4 5 (Pase Q619.5)	1 2 3 4 5 6 7 8 89 (Pase Q621)	(Pase Q701)

(PROG: SI EN ALGUNA DE LAS OPCIONES DE Q618 RESPONDIÓ COD DIFERENTE A I MUESTRE Q621.I DE LO CONTRARIO, PASE A Q701)

Q621.I De las obras en infraestructura que se han realizado desde 2018, cuál considera usted que ha sido el que más beneficio le ha traído a la población (PROG: TRAER RESPUESTA DE Q207A.2) (ENC: LEA) (RU)

(PROG: TRAER LAS OPCIONES DE Q618 EN DONDE LA RESPUESTA FUE DIFERENTE A COD I)

LUGARES
1. Parques biosaludables
2. Centros educativos
3. Centros de salud u hospital
4. Plaza de Mercado o mercado mayoritario
5. Centro cultural o biblioteca

Q621.2 Cuál considera usted que es el principal beneficio, que la obra en (PROG: TRAER RESPUESTA a Q621.1) le trajo beneficios a la población de esta vereda? (ENC: LEER, SELECCIONE LAS OPCIONES QUE EL ENCUESTADO INDIQUE) (RM)

1. Mejor calidad del funcionamiento
2. Más personas acceden
3. Mayor confianza entre las personas de la comunidad
4. Mejor calidad de vida
5. Más trabajo conjunto
6. Ninguno
89. Otro ¿Cuál?

VII. DIÁLOGOS MULTINIVEL

VI.I. Influencia de las organizaciones comunitarias

(PROG: SI Q205==4 MUESTRE) Anteriormente, usted me contó que esta organización ha participado en Actividades de Territorios de Oportunidad relacionadas con (PROG: INSERTE RESPUESTA Q205.4 SI EN Q205=4)

Q701. Usted considera que los miembros de esta organización lo reconocen como líder: (ENC: LEA) (RU)

1. Sí	2. No
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Q702. Desde 2018, ¿Como miembro de esta organización ha participado en espacios o instancias de interlocución/debate/discusión sobre el desarrollo de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) o de su municipio? (ENC: LEA) (RU)

1. Sí	2. No
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(PROG: SI EN Q702 RESPONDIÓ COD 1 MUESTRE Q703, DE LO CONTRARIO, PASE A Q707)

Q703. ¿En cuál(es) de los siguientes espacio(s) o instancias de participación ciudadana relacionados con el desarrollo territorial de municipio (PROG: TRAER RESPUESTA DE Q207A.2) y/o la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)? ha participado como representante de esta organización? (ENC: LEER) (RM)

- | |
|--|
| 1. Consejo Municipal de Desarrollo Rural (CMDR) |
| 2. Formulación del plan de desarrollo municipal 2020-2023 |
| 3. Mesas sectoriales de cadenas productivas |
| 4. Espacios Territoriales de Evaluación del programa Territorios de Oportunidad (espacio donde se presentan los proyectos de las organizaciones) |
| 5. Reuniones de diagnóstico de necesidades y estructuración de actividades con Territorios de Oportunidad |

89. Otros espacios o instancias. ¿Cuál?

(PROG: SI EN Q703 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q704.1, SI EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q704.2)

Q704.1 Usualmente, con qué frecuencia usted participa como representante de esta organización en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 1,2 3 o 89) (ENC: LEA) (RU)

1. Cada vez que se llevan a cabo
2. Frecuentemente, pero no siempre que se lleva a cabo
3. Rara vez

(PROG: SI EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q704.2)

Q704.2 Usualmente, con qué frecuencia usted participa como representante de esta organización en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 4 o 5) (ENC: LEA) (RU)

1. Cada vez que se llevan a cabo
2. Frecuentemente, pero no siempre que se lleva a cabo
3. Rara vez

(PROG: SI EN Q703 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q705.1, SI EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q705.2)

Q705.1. Cómo califica la respuesta a las demandas, peticiones o sugerencias de esta organización que se han dado en el marco de la participación en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 1,2 3 o 89): (ENC: LEER) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	3. Mala	4. Muy mala
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(PROG: EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q705.2)

Q705. 2. Cómo califica la respuesta a las demandas, peticiones o sugerencias de esta organización que se han dado en el marco de la participación en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 4 o 5): (ENC: LEER) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	3. Mala	4. Muy mala
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(PROG: SI EN Q703 RESPONDIÓ COD 1,2, 3 o 89, PASE A Q706.1, SI EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q706.2)

Q706.1 En el marco de estos espacios o instancias, CON QUIÉNES ha trabajado en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 1,2 3 o 89 (ENC: LEER) (RM)?

1. Organización(es) o empresa(s) privada(s)
2. Entidad(es) pública(s)
3. Sector académico (universidades o centros de investigación)
4. Organización (es) de base comunitaria
5. Agencias de cooperación
90. Ninguno
89.Otro. ¿Cuál?

(PROG: SI EN Q703 RESPONDIÓ COD 4 o 5, PASE A Q706.2)

Q706.2 En el marco de estos espacios o instancias, CON QUIÉNES ha trabajado en (PROG: RESPUESTAS EN Q703 QUE ELIGIO ENTRE COD 4 o 5 (ENC: LEER) (RM)?

1. Organización(es) o empresa(s) privada(s)

2. Entidad(es) pública(s)
3. Sector académico (universidades o centros de investigación)
4. Organización (es) de base comunitaria
5. Agencias de cooperación
90. Ninguno
89.Otro. ¿Cuál?

Q707. Qué tan de acuerdo está con las siguientes afirmaciones sobre los cambios que ha sufrido esta organización desde 2018: (ENC: LEER) (RU)

	Muy en desacuerdo	2	3	4	Muy de acuerdo
1. En espacios fuera de la organización, las personas que la representan siempre han sido las mismas	1	2	3	4	5
2. Si hoy fuera designado por esta organización como su representante en un espacio de discusión con un aliado externo, se sentiría confiado en realizar dicha tarea.	1	2	3	4	5
3. Desde 2018, los miembros de esta organización realizan más alianzas con otras organizaciones privadas o públicas	1	2	3	4	5

VII.2. Confianza inter e intra

Q708. ¿Qué tanto confía usted en (ENC: LEER) (RU)

	Nada	Poco	Algo	Mucho	No aplica
1. Los dirigentes de esta organización	1	2	3	4	94
2. Las empresas privadas de la región	1	2	3	4	94
3. Las entidades públicas del gobierno local (alcaldía y gobernación)	1	2	3	4	94
4. El sector académico (universidades o centros de investigación)	1	2	3	4	94
5. Otras organizaciones comunitarias de la región	1	2	3	4	94
6. Agencias de cooperación	1	2	3	4	94

Final

Q801. Diga en UNA o en máximo DOS palabras ¿cuál es el principal asunto o necesidad que considera no ha sido resuelto y que es una prioridad para el desarrollo socioeconómico de la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)? _____ (PROG: ABIERTA)

CAPÍTULO III. CONTEXTO TERRITORIAL

III.I. Percepción de seguridad

(ENC: LEA) Vamos a conversar sobre su opinión acerca de la seguridad y el orden público en la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208)

Q301. Cómo considera usted la situación actual de seguridad en la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) (ENC: LEA) (RU)

1. Muy Buena	2. Buena	3 Regular (ni buena ni mala)	3. Mala	4. Muy mala
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Q302. Cuál es el PRINCIPAL tema o asunto que asocian a su (PROG: TRAER RESPUESTA DE Q301) percepción de la seguridad (ENC: LEA) (RU):

1. Presencia de la Fuerza Pública	2. Presencia de Grupos Armados al Margen de la Ley	3. Relación entre miembros de la comunidad	89. Otra. ¿Cuál?
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Q303. Considera que la situación de seguridad en esta vereda desde 2018 (ENC: LEA) (RU)

1. Ha mejorado	2. Se mantiene igual de bien	3. Se mantiene igual de mal	4. Ha empeorado
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Q304. ¿Ha sido víctima de algún acto de delincuencia en los últimos 12 meses en esta vereda? (ENC: LEA) (RM):

1. Robo y/o Hurto
2. Agresión
3. Fraude
4. Chantaje y/o Extorsión
5. Amenazas
89. Otro ¿Cuál? ____
7. No ha sido víctima (PROG: EXCLUYENTE)

Q305. Actualmente, ¿De los siguientes problemas seleccione el o los problemas más graves asociados con la inseguridad que están enfrentando en la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) ? (ENC: LEA TODAS LAS OPCIONES, SE ACEPTAN MINIMO 1 RESPUESTA, MAXIMO 3 RESPUESTAS) (RM) (PROG: ACEPTAR MAXIMO 3 RESPUESTAS)

1. Homicidios
2. Grupos Armados Ilegales
3. Minas antipersonales
4. Desplazamiento
5. Secuestro
6. Extorsiones
7. Inseguridad ciudadana (robos, atracos, etc.)
8. Reclutamiento forzado
9. Violencia Sexual
10. Narcotráfico
89. Otro. ¿Cuál?
90. No hay problemas graves de inseguridad (PROG: EXCLUYENTE)

III.2. Percepción sobre impactos de la emergencia sanitaria por COVID-19

(ENC: LEA) Ahora vamos a hablar de los efectos de la emergencia o crisis ocasionada por el COVID-19

Q306. (ENC: ENTREGUE TARJETA Q306) Cuál ha sido la principal consecuencia negativa que ha generado el COVID-19 sobre la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)
(ENC: LEA SI ES NECESARIO) (RU):

1. Menos capacidad de trabajo de los miembros
2. Dificultó la comunicación o la frecuencia de reuniones internas
3. Dificultó trabajar con otras organizaciones o entidades
4. Dificultó el trabajo con el programa de Territorios de Oportunidad
5. Menos ingresos de esta organización
6. Menos asociados o miembros
90. Ninguno
89. Otro ¿Cuál?

Q306.I. (ENC: ENTREGUE TARJETA Q306.I) Cuál ha sido la principal consecuencia positiva que ha generado el COVID-19 sobre la organización (PROG: TRAER DE LLCC NOMBRE_ORGANIZACIÓN)
... (ENC: LEA SI ES NECESARIO) (RU):

1. Más capacidad de trabajo de los miembros
2. Mejoró comunicación o la frecuencia de reuniones internas
3. Mejoró trabajar con otras organizaciones o entidades
4. Mejoro el trabajo con el programa de Territorios de Oportunidad
5. Aumento ingresos de esta organización

	6. Más asociados o miembros	
	90. Ninguno	
	89. Otro ¿Cuál?	

(ENC: LEA) Muchas gracias por su tiempo, solo para finalizar le queremos hacer unas preguntas sobre la situación de su vereda

Q802. Actualmente, ¿en la vereda (PROG: TRAER RESPUESTA DE Q207 PERO SI RESPONDIO EN Q207 COD 89 Ó 998 Ó 999, TRAER RESPUESTA DE Q208) hay presencia de ...? (ENC: LEER) (RU)				Q803. Desde 2018, usted considera que... (ENC: LEER) (RU)			
	Sí	No	NS/NR	Ha disminuido	Se han mantenido igual	Ha aumentado	NS/NR
1. Cultivos ilícitos	1 (Pase Q803.1)	2 (Pase Q802.1)	93 (Pase Q802.2)	1 (Pase Q802.2)	2 (Pase Q802.2)	3 (Pase Q802.2)	93 (Pase Q802.2)
2. Minería ilegal	1 (Pase Q803.2)	2 (Pase Q802.2)	93 (Pase Q802.3)	1 (Pase Q802.3)	2 (Pase Q802.3)	3 (Pase Q802.3)	93 (Pase Q802.3)
3. Grupos al margen de la Ley	1 (Pase Q803.3)	2 (Pase Q804)	93 (Pase Q804)	1 (Pase Q804)	2 (Pase Q804)	3 (Pase Q804)	93 (Pase Q804)

Q804. Que tan de acuerdo está con las siguientes afirmaciones (ENC: LEER) (RU)

	Totalmente de acuerdo	De acuerdo	En desacuerdo	Totalmente en desacuerdo
--	-----------------------	------------	---------------	--------------------------

1. La coca, amapola, marihuana no debería ser cultivada porque es ilegal.	1	2	3	4
2. La producción de coca (amapola, marihuana) afecta negativamente a las familias cultivadoras y a la comunidad	1	2	3	4
3. Mi familia y amigos piensan que cultivar coca es malo.	1	2	3	4
5. En mi entorno, da más beneficios dedicarse a actividades ilícitas que actividades legales.	1	2	3	4
6. Portar armas es normal en mi entorno	1	2	3	4
8. Pagar sobornos o tajadas es bien visto en mi entorno	1	2	3	4

Por último, permítame recordarle que la información que usted nos ha entregado será tratada de manera confidencial, sin embargo, le agradeceríamos que usted autorizara entregar la información que usted nos ha dado, en cuyo caso necesitaría su autorización declarada.

P.01. ¿Autoriza la entrega de sus datos de contacto? (ENC: LEA) (RU)

Si

No

P.02. ¿Autoriza la entrega de sus respuestas? (ENC: LEA) (RU)

Si

No

¡MUCHAS GRACIAS POR SU COLABORACIÓN!

INC1. ENCUESTADOR: POR FAVOR REGISTRE ABAJO TODAS LAS INCIDENCIAS DURANTE EL DESARROLLO DE LA ENCUESTA (PROG: ABIERTA)

ANNEX VI: DATA SOURCES

This evaluation used four sources of information: i) surveys of directors and members of CBOs, ii) interviews and group activities, iii) CDLO documentation and databases, and iv) secondary sources. This annex describes relevant elements regarding each of them.

SURVEYS OF DIRECTORS AND MEMBERS OF CBOS

Table 27 shows the main characteristics of the sample design used for the application of the two surveys conducted, for which we define two different universes:

- Survey of directors: the participating local community-based organizations, within the regions of interest.
- Survey of members: the grassroots members of these organizations, over 18 years of age.

TABLE 27. MAIN CHARACTERISTICS OF THE SAMPLE DESIGN

	DIRECTORS	MEMBERS
Expected sample size	425 surveys	1,280 surveys
Sample size obtained	309 surveys – Loss of 27.3 percent vs. intended sample size	1,090 surveys – Loss of 14.8 percent vs. intended sample size.
Population universe	Participating local CBOs within the regions of interest	Core members of participating local CBOs within the regions of interest, 18 years of age and older.
Sample frame	Census of organizations submitted by CDLOs and members of those organizations with contact information.	Non-probabilistic sampling. Sample obtained through referrals or incomplete lists. Contacts of members and directors were obtained through the partnership between Ipsos, the implementing partner and the territorial liaison.
Validation/supervision methods	Face-to-face supervision of 10 percent of each surveyor's interviews; audio verification of 5 percent of total interviews and an additional 5 percent verification by re-contacting respondents by telephone.	

SOURCE: IPSOS

The beneficiary CBO universe was obtained based on the sample frame delivered by the implementing partner as of April 12, 2021, which contained 450 CBOs. After being purged during the field process (due to the presence of organizations that were repeated or organizations that did not belong to the universe of interest), as shown in Table 28. It is noted that the 25 CBOs that are not considered in the sampling frame are those that are repeated and those that refer to minors, or that do not know CDLO or have not participated in any CDLO activity.

TABLE 28. PROCESS FOR DEFINING THE CBO SAMPLE UNIVERSE

TOTAL CBOS FROM THE BASE DELIVERED BY CDLO (APRIL 12)	450	PERCENTAGE
Effective of CBOs directors (at least one survey was conducted)	348	81.9%

TABLE 28. PROCESS FOR DEFINING THE CBO SAMPLE UNIVERSE

TOTAL CBOS FROM THE BASE DELIVERED BY CDLO (APRIL 12)	450	PERCENTAGE
Pilot testing of directors who are other contacts (did not manage to conduct surveys because they participated in the pilot and there were no additional contacts)	8	1.9%
Rejection by directors	11	2.6%
No contact (unable to communicate with any person and unable to get information from the Territories of Opportunity territorial liaison)	58	13.6%
Repeated CBO	7	
Does not belong to the universe (does not have any contact to manage, minor, do not know CDLO or do not participate in any activity, not integrated)	18	
Total CBOs sample frame after filtering CBOs information	425	94.5%

SOURCE: IPSOS

The CBOs benefiting from CDLO are located in 38 municipalities in nine departments and participate in four components as shown in Tables 29 and 30.

TABLE 29. UNIVERSE BY GEOGRAPHIC COVERAGE

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF CBOS	NUMBER OF MEMBERS REPORTED BY CDLO	
Central	Caquetá	Belén de los Andaquíes	23	949	
		La Montañita	18	835	
		Milán	16	508	
		San José del Fragua	36	1,168	
		Solano	14	742	
	Total, Caquetá		107	4,202	
	Guaviare	Calamar	El retorno	3	89
			Miraflores	10	486
			San José del Guaviare	1	114
				29	1,156
	Total, Guaviare		43	1,845	
	Meta	La Macarena	Puerto Rico	9	230
			Vista Hermosa	6	261
				23	1,469
	Total, Meta		38	1,960	

TABLE 29. UNIVERSE BY GEOGRAPHIC COVERAGE

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF CBOS	NUMBER OF MEMBERS REPORTED BY CDLO
	Putumayo	Leguizamo	1	12
		Orito	22	1,643
		Puerto Asís	29	2,060
		Valle del Guamuez	10	155
		Villa garzón	4	58
	Total, Putumayo		66	3,928
Total, Central			254	11,935
North	Antioquia	Briceño	10	830
		Cáceres	4	236
		Taraza	6	467
		Valdivia	6	159
	Total, Antioquia		26	1,692
	Córdoba	Montelíbano	8	212
		Puerto Libertador	15	1,243
		Tierralta	10	417
	Total, Córdoba		33	1,872
	Norte de Santander	Convención	1	55
El Carmen		3	109	
El Tarra		2	176	
Sardinata		2	90	
Teorama		1	26	
Total, Norte de Santander		9	456	
Total, North			68	4,020
South	Cauca	Argelia	8	573
		El tambo	49	1,637
		Guapi	9	239
		López	1	15

TABLE 29. UNIVERSE BY GEOGRAPHIC COVERAGE

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF CBOS	NUMBER OF MEMBERS REPORTED BY CDLO
		Timbiquí	4	82
	Total, Cauca		71	2,546
	Nariño	Cumbitara	6	1,509
		Policarpa	5	321
		Samaniego	19	734
		Tumaco	2	7
	Total, Nariño		32	2,571
Total, South			103	5,117
Total, General			425	21,072

SOURCE: IPSOS

TABLE 30. OBC CONTRIBUTIONS TO THE COMPONENTS

CDLO COMPONENTS	CBOS	PERCENTAGE
Acceleration of socio-economic development	193	45.4%
Development of multilevel dialogue mechanisms	29	6.8 %
Infrastructure and utilities improvement	143	33.6 %
Strengthening of community organizations	60	14.1 %
Total, CBOs	425	100%

SOURCE: IPSOS

The CBOs have different natures, most of them are Community Action Boards (Juntas de Acción Comunal, JAC, as its acronym in Spanish), as shown in Table 31. For evaluation purposes they were consolidated into three groups: (1) producers and merchants; (2) CABs; and (3) others.

TABLE 31. UNIVERSE BY TYPE OF ORGANIZATION

TYPE FOR SAMPLING	TYPE OF ORGANIZATION I	NUMBER OF CBOS
Producers/merchants	Producer association	103
	Worker cooperative or producers' guild	5
	Community-based organization	1
	Total, Producer/merchants	109

TABLE 31. UNIVERSE BY TYPE OF ORGANIZATION

TYPE FOR SAMPLING	TYPE OF ORGANIZATION I	NUMBER OF CBOS
CABs	Community action board	199
Other	Private enterprise	1
	Participation mechanisms promoted by the government	2
	Community organization	52
	Cultural or sports organization	38
	Environmental conservation organization	7
	Educational organization (parents' associations, etc.)	1
	Ethnic organization	7
	Other	9
	Total, Other	117
TOTAL		425

SOURCE: IPSOS

SURVEY OF DIRECTORS

In order to obtain the most representative results and considering the number and geographic location of the CBOs, we decided to conduct a census, that is, to survey all 425 beneficiary CBOs. The survey of directors covered 73 percent of the CBOs, equivalent to 309 effective surveys in 37 municipalities in 9 departments. The surveys that could not be carried out were due to impossibility of contact and refusal to participate in the survey. Table 32 shows the number of organizations contacted with an effective survey by municipality.

TABLE 32. SAMPLE OBTAINED BY TYPE OF ORGANIZATION

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF ORGANIZATIONS CONTACTED
Central	Caquetá	Belén de los Andaquíes	22
		La Montañita	11
		Milán	15
		San José del Fragua	21
		Solano	8
	Total, Caquetá		77
Guaviare		Calamar	2
		El retorno	8

TABLE 32. SAMPLE OBTAINED BY TYPE OF ORGANIZATION

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF ORGANIZATIONS CONTACTED
		Miraflores	1
		San José del Guaviare	18
	Total, Guaviare		29
	Meta	La Macarena	7
		Puerto Rico	5
		Vista Hermosa	17
	Total, Meta		29
	Putumayo	Leguizamo	1
		Orito	15
		Puerto Asís	25
		Valle del Guamuez	8
		Villa garzón	2
	Total, Putumayo		51
	Total, Central		186
North	Antioquia	Briceño	6
		Cáceres	4
		Taraza	4
		Valdivia	3
	Total, Antioquia		17
	Córdoba	Montelíbano	2
		Puerto Libertador	4
		Tierralta	10
	Total, Córdoba		16
	Norte de Santander	Convención	1
		El Carmen	3
		El Tarra	2
		Sardinata	2
		Teorama	1

TABLE 32. SAMPLE OBTAINED BY TYPE OF ORGANIZATION

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF ORGANIZATIONS CONTACTED	
	Total, Norte de Santander		9	
Total, North			42	
South	Cauca	Argelia	7	
		El tambo	38	
		Guapi	7	
		López	0	
		Timbiquí	4	
		Total, Cauca		56
	Nariño	Cumbitara	6	
		Policarpa	4	
		Samaniego	13	
		Tumaco	2	
	Total, Nariño		25	
Total, South			81	
Total, General			309	

SOURCE: IPSOS

SURVEY OF MEMBERS

A probabilistic design was not possible for the member survey because there were no lists identifying the members of the CBOs and their contact information.

Therefore, a non-probabilistic design was chosen, where the selection of members was not random. The snowball methodology was used to establish the number of members of the CBOs and to identify and contact between 3 -4 members of each CBO who knew CDLO program. The methodology queried CBO directors and members for the number of members of the organizations through a question included in the director survey: Q206: "at present, how many active members does the organization have?". The organizations contacted in the membership survey report a total of 18,757 active members and according to the information from these same organizations in the sample frame it is 16,756, an increase of 12 percent. The member survey was conducted to 325 of the 421 CBOs (out of the 425 there were 4 CBOs that were not included because their members were not aware of CDLO) and a coverage of 77 percent of the organizations was achieved. A total of 1,090 CBO members were surveyed. Table 33 shows the final results of the member survey application.

TABLE 33. GEOGRAPHIC COVERAGE OF THE MEMBER SURVEY

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF CBO REACHED	NUMBER OF MEMBERS REPORTED BY THESE BCOS REACHED	NUMBER OF MEMBERS SURVEYED	
Central	Caquetá	Belén de los Andaquíes	21	649	49	
		La montaña	12	394	24	
		Milán	14	524	28	
		San José del Fragua	27	865	60	
		Solano	10	837	21	
	Total, Caquetá			84	3,269	182
	Guaviare	Calamar	3	73	5	
		El retorno	7	304	15	
		Miraflores	1	114	8	
		San José del Guaviare	24	1,297	50	
	Total, Guaviare			35	1,788	78
	Meta	La Macarena	8	181	27	
		Puerto Rico	6	298	18	
		Vista Hermosa	19	1,435	84	
	Total, Meta			33	1,914	129
	Putumayo	Leguízamo	0	0	0	
		Orito	15	785	93	
		Puerto Asís	27	1,872	138	
		Valle del Guamuez	8	706	28	
		Villa garzón	2	68	9	
Total, Putumayo			52	3,431	268	
Total, Central			204	10,402	657	
North	Antioquia	Briceño	8	680	25	
		Cáceres	4	648	18	
		Taraza	5	1,126	19	
		Valdivia	4	248	13	
	Total, Antioquia			21	2,702	75

TABLE 33. GEOGRAPHIC COVERAGE OF THE MEMBER SURVEY

REGION	DEPARTMENT	MUNICIPALITY	NUMBER OF CBO REACHED	NUMBER OF MEMBERS REPORTED BY THESE BCOS REACHED	NUMBER OF MEMBERS SURVEYED
North	Córdoba	Montelíbano	0	0	0
		Puerto Libertador	4	1,304	10
		Tierralta	6	231	14
	Total, Córdoba		10	1,535	24
	Norte de Santander	Convención	1	40	4
		El Carmen	3	171	8
		El Tarra	2	158	9
		Sardinata	2	91	6
		Teorama	1	37	4
	Total, Norte de Santander		9	497	31
Total, North		40	4,737	130	
South	Cauca	Argelia	7	175	33
		El Tambo	36	1,358	105
		Guapi	6	203	21
		Lipez	0	0	0
		Timbiquí	4	41	10
	Total, Cauca		53	1,777	169
	Nariño	Cumbitara	6	660	48
		Policarpa	4	345	17
		Samaniego	16	823	62
		Tumaco	2	16	7
Total, Nariño		28	1,844	134	
Total, South		81	3,621	303	
Total, General		325	18,757	1,090	

SOURCE: IPSOS

Given that the selection of members was not random, but by snowballing, also called referrals, or with incomplete lists of members, no error margins are calculated since the results may present non-sampling

biases that cannot be measured. Moreover, the results are representative for the members surveyed but not for the totality of CDLO CBO members.

CHALLENGES IN THE COLLECTION AND SUMMARY OF FINAL RESULTS

The team that carried out the survey data collection faced challenges in the development of the activities. First, there were safety challenges. The municipalities where CDLO is being implemented generally have medium and high security risk due to the presence of illegal armed groups and the risks increased due to protests that took place in the country between April and July 2021 that triggered a transport strike, massive demonstrations, work strike and armed strike in some areas. Secondly, the country was in the third peak of COVID 19, which resulted in mobility restrictions. Finally, in some cases there was a lack of confidence among people to give information or refer other people due to security situations in the territories. These difficulties were more severe in rural areas and in specific municipalities of Norte de Santander, Cauca, Meta and Guaviare. Table 34 presents the final results of the application of the surveys to directors and members of the CBOs.

TABLE 34. GEOGRAPHIC COVERAGE OF THE SURVEY

REGION	DEPARTMENT	MUNICIPALITIES	SURVEYS TO DIRECTORS	MEMBER SURVEYS
Central	Caquetá	5	76	182
	Guaviare	4	29	78
	Meta	3	30	129
	Subtotal	12	135	389
North	Antioquia	4	17	75
	Córdoba	3	16	24
	N. Santander	5	9	31
	Subtotal	12	42	130
South	Cauca	4	56	169
	Nariño	4	25	134
	Putumayo	5	51	286
	Subtotal	13	132	571
TOTAL		37	309	1,090

INTERVIEWS AND GROUP ACTIVITIES

For the application of the qualitative component instruments, six criteria were defined for the definition of the sample: geographic coverage, level of execution, diversity of activities, proximity to the corridors, CDLO and private sector investment. This allowed the selection of twelve municipalities for the field work, as shown in Table 35.¹⁴⁴

TABLE 35. MUNICIPALITIES WHERE QUALITATIVE INSTRUMENTS WERE APPLIED

MUNICIPALITY	CORRIDOR
El Tambo (Pilot)	Quilcace, - La Gallera
Puerto Libertador	Villanueva – Juan José – La Rica
San José del Guaviare	Trocha Ganadera
Taraza	Taraza – La Caucana – San Miguel
Samaniego	Chuguldi
Guapi – Timbiquí	Cultural Costa Pacífico
EL Tarra	El Tarra
San José del Fragua	Piedemonte San José
La Macarena	Sierra de la Macarena Tourism
Tumaco	Dosquebradas – La Espriella
Valle de Guamuez	La Hormiga

SOURCE: EVALUATION GROUP

A total of 131 interviews and group activities were conducted with relevant stakeholders and beneficiaries of all activities developed by CDLO. Table 36 presents the distribution of the activities.

TABLE 36. SOURCES OF INFORMATION - QUALITATIVE FIELD WORK

Group activities	30
Social mapping with CBO members	10
Focus group with CBO members	10
Ethnographic tours	10
Interviews	101
CBO traditional economic activities	10
CBO non-traditional economic activities	9

¹⁴⁴ Some interviews of entities' officials that have coverage in the selected municipalities were conducted in the headquarters city of their entities.

TABLE 36. SOURCES OF INFORMATION - QUALITATIVE FIELD WORK

CBO communication activities	6
Community Action Boards	10
Commercial partner	9
Implementers	17
National government official	3
Decentralized national government official	9
Territorial government official	13
CDLO National official	3
CDLO Regional officer	12
Total	131

SOURCE: EVALUATION TEAM

CDLO DOCUMENTATION AND DATABASES

The evaluation team reviewed the following CDLO information provided by the implementer:

- Annual and Quarterly reports
- AMELP
- CDLO Work Plans 2018-2020
- CDLO Baseline
- MEL CDLO Manual
- MEL Indicators Training
- Section C of the Contract
- Section C of the Contract, updated
- CDLO-Annual and Quarterly Performance Report 2017-2020
- CDLO-Databases: Mission and Monitor Systems
 - AMEL Indicators
 - Beneficiary organizations
 - Activities implemented
 - Geographic units of implementation (pending)
 - Corridors Interventions
 - Activities Report

SECONDARY SOURCES

The work team obtained information from open data and direct requests for information from government entities and private organizations as shown in Table 37.

TABLE 37. SECONDARY INFORMATION SOURCES

TOPIC	SOURCE
Illicit crops	Integrated Illicit Crops Monitoring System – SIMCI
Legal and illegal mining	National Mining Agency
Armed conflict	Ministry of Defense – National Police
	National Individual Registry of Victims
	Human Rights Observatories – Institute for Development and Peace Studies – INDEPAZ
	The Office of the High Commissioner for Human Rights – UN Human Rights
Crime	Ministry of Defense – National Police
Implementation of the peace agreement	Integrated Information System for Post – Conflict – SIIPO
Electoral information	National Registry of Civil Status
COVID-19	National Institute of Health – INS
Deaths	National Institute of Legal Medicine and Forensic Sciences
Context	National Administrative Department of Statistics – DANE
	National Planning Department – DNP
	Municipal Database – CEDE – Universidad de los Andes
CDLO	Mission and Monitor Systems

SOURCE: EVALUATION TEAM.

ANNEX VII: EVALUATION SCOPE OF WORK

PURPOSE OF THE EVALUATION

The purpose of this mid-term performance evaluation is to assess the achievements of Community Development and Licit Opportunities Activity (CDLO) interventions, deliverables, and outcomes according to the work plan and theory of change and to what extent they are relevant based on the current national and local contexts.

In accomplishing this purpose, the evaluation will provide information and analysis on to what extent the Activity is advancing in its objectives of *“to strengthen the capacity of conflict-affected communities to be reliable and effective partners with state and private sector actors in the implementation of comprehensive rural social and economic development activities, including the promotion of illegal crops substitution and alternative development.”*

The construction of findings and conclusions must use evidence-based information and formal analyses. This evaluation is not a performance auditory nor is it intended to be a normative evaluation. The evaluation will support USAID/Colombia and the CDLO Implementing Partner (IP) accountability among stakeholders. The evaluation also must provide lessons learned and recommendations on capacity and changes in behavior toward the Journey to Self-Reliance. Recommendations will contribute to the stewardship of the CDLO Activity, the achievement of its expected results, as well as providing input to help USAID/Colombia to make programming decisions. The schedule of the evaluation will start and develop near the CDLO Activity midpoint period of performance. Its design and methodology must be replicable to be the point of departure for future final performance evaluation, and in general, to comply with the necessary methodological rigor.

SUMMARY INFORMATION OF THE ACTIVITY

TABLE 38. ACTIVITY SNAPSHOT	
Activity Name: Community Development and Licit Opportunities (CDLO)	Period of Performance: 23/08/2017 - 22/08/2022
Contract No: AID-514-H-17-002	Contracting Mechanism: Cost-Plus-Fixed-Fee (CPFF) contract.
Total Estimated Cost (TEC): \$68,421,779	Contractor: Tetra Tech
<p>Alignment to the USAID/Colombia Country Development Cooperation Strategy (CDCS) 2014-2018:</p> <p>DO 3: “Improved Conditions for Inclusive Rural Economic Growth”.</p> <p>Intermediate Results:</p> <p>IR 3.2 “Increased public and private investment in the rural sector.”</p> <p>IR 3.3: “More effective producer associations benefitting smallholder farmers.”</p>	<p>Sub-Purpose 1: Local community groups and producer organizations strengthened</p> <p>Sub-Purpose 2: Community organizations engaged in the provision of public services and improvement and maintenance of infrastructure in post-conflict affected regions.</p> <p>Sub-Purpose 3: A positive and sustainable economic environment in post-conflict affected areas enabled.</p> <p>Sub-Purpose 4: Post-conflict communities actively participate in multi-level dialogues for development planning.</p>
Contracting Officer Representative (COR): Edgar A. Prieto C.	Evaluation Activity Manager (EAM): Omar Lopez

TABLE 38. ACTIVITY SNAPSHOT

Alternate Contracting Officer Representative:

Ana Lucía Uribe Bernal

Monitoring and Evaluation Specialist:

Francisco Mesa Salamanca

BACKGROUND

Evidence suggests that Colombia's 52-year armed conflict has debilitated rural communities in conflict-affected regions in a variety of ways. In particular, there has been a negative and significant effect on social capital, which has led to a reduction of citizens' participation in community organizations, municipal affairs, and the democratic process in conflict-affected regions.

Armed conflict compromises trust within communities, destroys social networks, and weakens existing institutions. Communities in conflict-affected regions lack social structures and norms of trust that facilitate coordination and cooperation to achieve common goals and mutual benefits. Therefore, building social capital is an essential component in achieving community and economic development in a post-conflict scenario. In Colombia's conflict-affected regions, lack of social capital is as much a reflection of the armed conflict as it is the weak presence of the state that struggles to offer essential services and legal, economic opportunities. The latter fuels an illicit rural economy, particularly the illegal drug trade. These destructive, mutually reinforcing chains of events contribute to conditions that perpetuate conflict and reinforce poverty.

The GOC's focus on territorial development offers a unique opportunity to promote the re-establishment of social capital by building trust, fostering citizen participation in local affairs, reducing coca production, and promoting community development. Its vision for comprehensive rural reform and lays out the mechanisms for this 'structural transformation of the countryside', including land access and formalization, increased rural economic productivity, provision of infrastructure, food security, and the focalization in the regions most affected by the conflict. The GOC focus is addressing the problem of drug consumption as a public health issue, illegal crops substitution and alternative development promotion, and the fight against drug trafficking, organized crime, and corruption.

The GOC intends to work hand-in-hand with local communities in the design, execution, and monitoring of local, alternative development and illegal crops substitution plans. According to the USG calculations, coca production doubled between 2013 and 2015, reaching 2007 levels of 160,000 hectares. Approximately, 40 percent of coca is produced in 11 municipalities: Briceño, Taraza, Argelia, San José de Guaviare, Tibú, Sardinata, Puerto Asís, Valle de Guamuez, San José de Fragua, Belén de Los Andaquíes, and Tumaco. CDLO enables USAID to support GOC efforts to provide alternatives to coca production in these and other municipalities.

The CDLO Activity, through its four programmatic components, works to reestablish social capital and strengthen community development by building trust between citizens and local governments and promoting the active participation of the community in the design, delivery, and monitoring of policies and programs of rural and alternative development, including coca reduction. The CDLO intends to support and complement similar efforts by the GOC, remarkably rapid response programming to

support efforts to respond to development challenges in conflict-affected regions rapidly. Further, it focuses on interventions in areas prioritized by the GOC for comprehensive rural development and illegal crops substitution.

CDLO supports the implementation of the Peace Accord in the areas of rural development and coca reduction, as described herein. Within the scope of CDLO, the Contractor remains flexible to implement activities in support of the peace accord as directed by USAID, including engaging with GOC entities created to implement the final Peace Accord.

The main objective of CDLO is to strengthen the capacity of conflict-affected communities to be reliable and effective partners with state and private sector actors to implement local-level social and economic development, including land, rural development, and the reduction of illegal crops production. The following sub-objectives are designed to build trust and social capital in local communities and bridge them to their local and national governments, thereby making the successful implementation of the peace accords more likely. Trust and social capital will be built through engagement and dialogue, service provision and infrastructure improvements, and participation of local communities and organizations in their socio-economic development needs.

- a. Local community groups and producer organizations strengthened,
- b. Community organizations engaged in the provision of public services and improvement and maintenance of infrastructure in conflict-affected regions,
- c. A lively and sustainable economic environment in conflict-affected areas enabled,
- d. Conflict-affected communities actively participate in multi-level dialogues for development planning.

THEORY OF CHANGE: “USAID’s theory of change, linking the CDLO objectives with the intended outcome, is that if the conflict-affected communities and state actors are strengthened and empowered to become reliable partners in implementing activities on land, rural development and alternative development, then this will enhance the conditions for inclusive rural economic growth and social development, and improve the quality of life and opportunities in former conflict zones, providing a better foundation for sustainable and lasting peace. To improve the relationships and interactions between the state and community, CDLO will build the greater levels of trust, confidence, and legitimacy that communities need to build their social capital to participate more effectively in the public sphere and productive activities, and that the local governments need to respond to increasing citizen demands that result from greater participation.”

FRAMEWORK: Exhibit 40 below presents the CDLO results framework (RF) and the relationship among the Activity goal of “conflict-affected communities are reliable and effective partners to implement local-level social and economic development” and the Objectives.

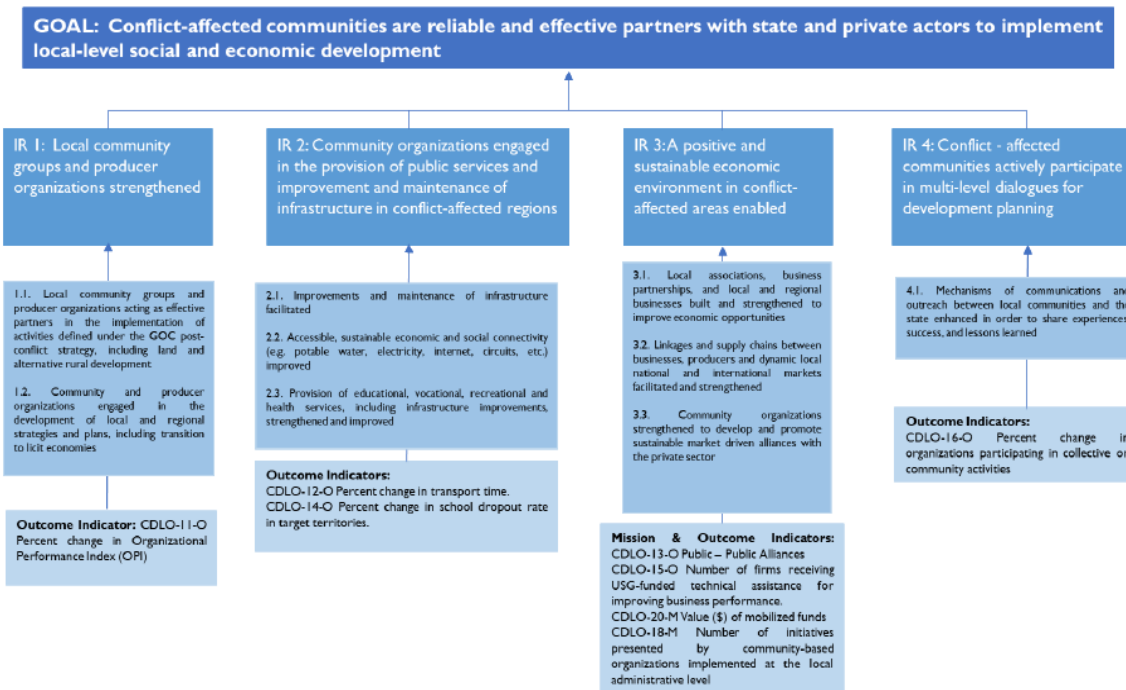


Exhibit 40. The CDLO Results Framework

CRITICAL ASSUMPTIONS, RISKS, AND OPPORTUNITIES

CDLO addresses two essential goals of USAID and the GOC: providing alternatives to illicit economic activities and supporting rural and alternative development initiatives. If Colombia should become decertified due to excessive coca or other illicit crop expansion, funds for CDLO could disappear. While CDLO does not have adequate funding, by itself, the challenge can be overcome through the successful strengthening of its proxies (CBOs, public and private sector actors) to affect change, build critical rural infrastructure with outside leveraged funds, and keep open and transparent communication channels with communities and other relevant stakeholders including GOC counterparts. Furthermore, by providing broad public goods and services, attracting the private sector, increasing productivity and sales for local producer associations, and boosting the overall economic conditions throughout targeted territories, support to Foreign Terrorist Organizations or other illegal actors in the CDLO regions (National Liberation Army [ELN], criminal gangs [BACRIM], FARC, etc.) is diminished. Different critical assumptions are:

- Each territory will require a tailored approach to improved rural investment, given the large disparities in population levels and existing infrastructure from which to build.
- CDLO’s success and its sustainability, to a considerable extent, depend on the GOC’s ability to provide and guarantee security, law enforcement, and the rule of law.
- The target regions are the areas with the lowest infrastructure and with low levels of security, as well as low levels of private investment and are therefore prioritized by USAID under Development Objective (DO) 3, “Improved Conditions for Inclusive Rural Economic Growth” of USAID’s Colombia Country Development Cooperation Strategy (CDCS).

- CDLO resources are limited to solve all the needs of rural infrastructure; thus, a priority is to generate and promote territorial development dynamics by developing synergies and collaborative contributions by all regional stakeholders, i.e., USAID IPs, GOC institutions, private sector actors and other relevant organizations or international donors.
- CDLO will have a sequenced intervention that responds to the regional dynamics of cultivation and production of illicit drugs, the prioritization made by USAID/Colombia based on defined criteria, depending on the strategic importance of regions and security levels. As such, CDLO will be able to work permanently in some municipalities/territories and move according to the dynamics noted above.

SUMMARY OF RELEVANT DOCUMENTS, INFORMATION, AND DATA OF THE CDLO ACTIVITY

The following documents contain information regarding the design, implementation, reporting, and performance monitoring of the CDLO Activity. The evaluation team must do a careful and detailed review and analysis of the documents, information, and data listed below as follows:

Mandatory:

- [USAID/Colombia Country Development Cooperation Strategy \(CDCS\)\[1\]](#).
- Section C and F of the Base Contract and Contract Modifications on this section.
- Program Annual Work plans.
- Activity Monitoring, Evaluation, and Learning Plan (AMELP).
- Performance monitoring data.
- CDLO Baseline Study
- Gender analysis.

As Needed:

- Quarterly Performance Reports.
- Quarterly or Annual Financial Reports.
- Biweekly Highlights, press materials, and social media posts.
- Other information sources identified by the Activity as relevant for this evaluation.

The CDLO Activity utilizes the USAID/Colombia MONITOR System to report the progress under the indicators described in the Activity Monitoring, Evaluation, and Learning Plan (AMELP). For those indicators requiring a baseline, the CDLO Activity had collected the baseline data.

EVALUATION QUESTIONS

Considering the CDLO Activity purpose stated above, the Contractor will assess the performance of the Activity in its main goals and lines of work (Components and Sub-components) to answer the following questions.

Questions will be reviewed and refined in collaboration with USAID before the finalization of the evaluation design.

I. Context: How have the socio-economic, institutional, and political contexts in CDLO's intervention areas affected the critical assumptions, performance, and effectiveness of the intended activities?

It includes the analysis of the current situation in the regions and intervention corridors of the CDLO Activity concerning socio-economic, institutional, and political issues, and its effect on the critical assumptions, and the performance and effectiveness of the activities formulated by CDLO.

The main elements in the context are the following:

Coexistence and Public Safety:

- Pressure from illegal groups
- Social coexistence (criminality, forced displacement)
- Conflict (households affected by the armed conflict, events intrinsic to the conflict)

Illicit Rural Economy:

- Illicit crops and drugs (illegal crops, drug processing, trade)
- Illegal mining (mines)

Policy and Institutions:

- Public and cooperation activities available
- Political participation (local, legislative, and presidential elections)

It is vital to ensure that the context's analysis includes the progress of the principles considered at the beginning of the Activity (listed below) and the implications to the Activity of the current pandemic:

- The implementation of the national policy for the substitution of illicit crops (PNIS) and other substitution interventions.
- The execution of the peace accords
- General restrictions decreed by the National Government to prevent the spread of COVID-19

2. Capacity building: What are the capacity-building effects seen in community groups and producer organizations benefited by CDLO's activities?

CDLO operates in regions with a precarious social fabric. In these areas, the communities have lost trust at various levels: in organizations, the government, and their economic activities.

CDLO activities promote relations and strengthen local capacities: associativity, cooperativity, collective action, increased connectivity, management of public-private partnerships (PPPs), participation, leadership, and soft skills, like communication. This process also involves working with communities to resolve other issues, like the availability of goods and services or the management of ongoing businesses.

In this regard, it is pertinent to assess the results obtained in the processes mentioned above and the medium-term effects derived from said actions (inclusive rural development and improvement of the quality of life, among others). This evaluation looks to validate the Theory of Change behind the CDLO intervention process:

- Strengthening and empowering conflict-affected communities and state organizations leads to reliable partners in the implementation of agricultural and alternative development activities, expediting inclusive economic rural development and social progress, and improving the quality of life and opportunities in the territory.
- To promote the relationship and interaction between the state and the population, CDLO will strengthen social capital in communities so that they can participate in the public sphere and income-generating activities. Consequently, local governments will respond better to the demands that result from a higher level of participation.

3. Economic development: Has CDLO’s intervention been efficient in creating a local environment conducive to a licit economy in the targeted regions?

The Activity seeks to promote an environment of opportunities and licit economic growth to raise the quality of life and income expectations of strengthened rural communities, with improved services, infrastructure, and regional connectivity (earnings, sales, and productive activities). Producing and achieving new economic opportunities and alliances in the territories implies innovation processes (diversification in the communities’ productive activities) to enable initiatives that allow a real appraisal of local, cultural, and environmental assets. The strategy inclusively brings together all members of the community, as a dynamic force in these territories.

In this sense, it is relevant to evaluate how efficient and effective is the Activity when planning and executing activities. In particular, the idea is to focus on development initiatives meant to promote sustainable, legal, economic growth based on expectations expressed by targeted rural communities. The evaluation must consider that the process to revitalize the local economy includes the development of productive infrastructure, strengthening support services (technical, financial, commercial), and linking the private sector with the proper markets.

4. Provision of goods and services: How effective has the Activity’s model to provide goods and services been in reaching its results?

CDLO seeks to contribute to the reduction of social and economic inequalities that prevail in the selected territories. For this purpose, the Activity aims to increase the supply of social services and public goods and looks to implement activities to improve and maintain small infrastructure in the regions affected by the conflict. From CDLO’s perspective, such actions are the means, not the end. They function as a vehicle to strengthen social capital and allow government institutions to respond better and serve the population, facilitating sustainable social and economic dynamics.

For this process, the Activity works with local organizations in charge of overseeing the construction of infrastructure. These organizations receive training to improve their technical, administrative, and collective capacities; that way, they can guarantee a cost-efficient intervention, enlarge their sense of belonging, and improve compliance from the government agencies.

The evaluation must provide information about the effectiveness of the intervention model and its parts:

- a. Improve the provision of social services and public goods
- b. Involve the communities

c. Coordinate intervention with the agencies and government offices

It is essential to understand that the provision of the minimum infrastructure and the related social services will be the sustenance to enable the appropriation and use of licit, economic opportunities in the territories.

5. Multi-level dialogues: How effective have the multilevel dialogue mechanisms been to foster community participation and increase the impact in territorial socio-economic development decisions?

CDLO supports communities to create and implement a collective vision of regional development. To attain this objective, the Activity strengthens existing fora to discuss ideas; formal and informal venues allow communities, public agencies, private companies, and other stakeholders (like international cooperation) to exchange views.

For the Activity, promoting a place for continued dialogue at multiple levels is of great importance. It is useful to address and respond to petitions and requests from communities, generating an open dialogue between stakeholders, and augmenting trust between citizens and the state.

This component is crosscutting and complementary to organizational support; it seeks through its actions to promote communication and dissemination mechanisms so that local organizations and actors can share experiences, successes, and lessons learned in the implementation of territorial development issues. These activities are a driving force for economic development.

The following are examples of the multilevel dialogue mechanisms promoted by CDLO through its activities:

- In the municipality of El Tambo (Cauca), CDLO has been strengthening the APACH organization (Peach Palm -*Bactris Gasipaes*- producers) to improve their organizational, business, and commercial skills, access markets and increase their income. As part of the strengthening process, the Activity identified bottlenecks in the production, particularly regarding a costly pest. In this case, the organization assumed the leadership to obtain, through a Technical Team, the necessary support to deal with this issue. With effort, the organization has succeeded in getting the Colombian Agricultural Institute (ICA), the Governor of Cauca, and the University of Cauca to join forces to implement phytosanitary management programs. Additionally, the Colombian Agricultural Institute issued a decree declaring a sanitary emergency in the area, which has slowed the spread of the plague. At present, the technical team is negotiating with the Ministry of Agriculture and Rural Development to recognize the Peach Palm production as a Productive Chain, which will grant access to the GOC's policy instruments.
- The implementation exercise of the Decision Model and Notation strategy for the communal tourism activity of La Macarena (Meta) has focused on preparing a training plan on the current regulation for community-based tourism in protected areas and national parks. In this process, civic organizations have coordinated training programs for entities such as Cormacarena, National Natural Parks, and the Meta Tourism Institute. This initiative aims to provide the community with basic knowledge about regulations so that they can manage their tourism problems or restrictions in a more efficient and qualified way. In this process, there is already a positive response from the institutions. The

training exercise implementation is pending due to some connectivity restrictions, and the quarantine measures decreed to face the COVID19 pandemic.

- 6. Territorial development:** How effective has CDLO's contribution been to the regional development strategy devised and implemented by the government of Colombia through different planning initiatives?

This question aims to evaluate the role of CDLO in the design and implementation of public policies: development plans, land management plans or schemes, development plans with a local perspective (PDETs), action plans for a regional transformation (PATR), municipal and ethnic pacts, and rural and alternative development programs. CDLO works considering the local context, the institutional allies that operate in the areas, and the private sector partners. These actions look to achieve synergies and potentiate the scope of the intervention. These efforts take place within the initiatives proposed via the existing public policy planning processes, in such a way as to contribute to their development or strengthening.

EVALUATION DESIGN AND METHODOLOGY

The MEL Activity, in collaboration with USAID, will develop the evaluation methods before fieldwork begins. USAID expects de MEL Activity to, at a minimum:

1. Combine and integrate techniques and instruments for quantitative and qualitative analysis (known as mixed methods).
2. Specify the quantitative and qualitative methodology, define key variables for measurement, and the implications in terms 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 CDLO regions.
3. Specify how the proposed methods, sources, and design will allow the MEL Activity to answer each of the evaluation questions.
4. Define the information gathering strategy that includes logistics, preparation, and approach, as well as the techniques and instruments for mapping information.
5. Describe in detail the sampling design and statistical sampling strategy for primary information gathering that will allow the quantitative analysis. This sampling methodology includes defining 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. Quantitative information is expected to be collected in the 45 municipalities of the baseline. It is expected to be representative of CDLO beneficiary households at each of the three regions of the Activity: north, south, and center.
6. Specify the primary and secondary sources of information that will be used.

7. Define a strategy for connecting and providing feedback between quantitative and qualitative information.
8. Meet and interview direct beneficiaries, Implementing Partner’s staff, relevant stakeholders, and GoC counterparts at appropriate levels; also, 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).

EVALUATION DESIGN MATRIX

TABLE 39. EVALUATION DESIGN MATRIX STRUCTURE			
QUESTIONS	DATA SOURCES	DATA COLLECTION METHODS	DATA ANALYSIS METHODS
Context: How have the socio-economic, institutional, and political contexts in CDLO’s intervention areas affected the critical assumptions, performance, and effectiveness of the intended activities?	Monitor Gender Strategy	Qualitative and quantitative: Document review	Mixed methods analysis
Capacity building: What are the capacity-building effects seen in community groups and producer organizations benefited by CDLO’s activities?	Activity’s work plans Yearly and Quarterly reports	Key informant interviews (KII) Focus Groups Survey	
Economic development: Has CDLO’s intervention been efficient in creating a local environment conducive to a licit economy in the targeted regions?	Activity’s newsletter		
Provision of goods and services: How effective has the Activity’s model to provide goods and services been in reaching its results?	AMELP Quantitative survey		
Multi-level dialogues: How effective have the multilevel dialogue mechanisms been to foster community participation and increase the impact in territorial socio-economic development decisions?	Qualitative based data		
Territorial development: How effective has CDLO’s contribution been to the regional development strategy devised and implemented by the government of Colombia through different planning initiatives?			

DELIVERABLES AND REPORTING REQUIREMENTS

EVALUATION'S WORK PLAN

The entire evaluation work plan should not exceed the four weeks, including the Final Presentation and the delivery of the final report, including USAID's comments. The work plan will include:

- a. Draft schedule and logistical arrangements.
- b. Members of the evaluation team delineated by roles and responsibilities.
- c. Evaluation's milestones.
- d. Anticipated schedule of evaluation team data collection efforts.
- e. Locations and dates for piloting data collection efforts, if applicable.
- f. Proposed evaluation methodology, including selection criteria for comparison groups, if applicable.
- g. 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:

- a. Detailed evaluation design matrix that links the Evaluation Questions from the SOW (in their finalized form) to data sources, methods, and the data analysis plan.
- b. Draft questionnaires and other data collection instruments or their main features.
- c. 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).
- d. Limitations to the evaluation design.
- e. Dissemination plan (designed in collaboration with USAID).

The design will become an annex to the 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.

USAID offices and relevant stakeholders are asked to take up to 4 working days to review and consolidate.

MID-TERM BRIEFING AND INTERIM MEETINGS

The evaluation team is expected to hold a mid-term briefing with the COR, the MEL Specialist, and CDLO's COR on the status of the evaluation, 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. If desired or necessary, weekly briefings by phone can be arranged.

EARLY REPORT

The evaluation team should deliver an Early Report to the COR and MEL Activity. The Early Report will provide a preliminary quantitative and qualitative analysis of primary and secondary information gathered. The evaluation team should compare and triangulate all this information to further findings and inform discussions.

CLA MEETINGS FOR FINAL REPORT DRAFTING

After the debriefing meeting, the Contractor, through 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 to 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. Recognizing that the review of the presentation by USAID and the IP may not agree with all comments, and to be sure that every comment is considered carefully by the evaluation team, the Contractor will build a table that lists each comment, the response of the evaluation team to the comment, and where the changes resulting from the comment – if any – will be found in the final report. This same cell will also indicate if no changes were made and why not.

FINAL EVALUATION REPORT

The evaluation team will be asked to take no more than [number] 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 COR.

SHORT INFOGRAPHIC

The One Pager should summarize the purpose, background of the project being evaluated, 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, in a machine-readable, non-proprietary format, a copy of any dataset created or obtained in the performance of this

award, if applicable. 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 evaluation final report and its summary or summaries to the [Development Experience Clearinghouse](#) (DEC) within three months of final approval by USAID.

EVALUATION TEAM COMPOSITION

The Contractor must provide information about evaluation team members, including their curricula vitae, and the responsibilities they will hold within the evaluation, and how each one contributes to the SOW. Submissions of writing samples or links to past evaluation reports and related deliverables composed by proposed team members are highly desirable. Per [ADS 201.3.5.14](#), all team members must provide to 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).

TABLE 40: REQUIRED QUALIFICATIONS AND SKILLS

TITLE (NUMBER OF PEOPLE)	MAIN RESPONSIBILITIES	TEAM MEMBERS' RELEVANT EXPERIENCE	LOE	TEAM MEMBER NAMES
MEL-Lead Evaluation Expert	1. Close coordination with MEL COP and USAID COR. 2. Responsible for staffing, SOW development, and financial management and reporting, staff direction, and oversight.			MEL activity team
MEL-Evaluation specialist and quantitative specialist	1. Close coordination with MEL COP and USAID COR. 2. Support in evaluation management.			MEL activity team
Qualitative analyst (1)	Qualitative data analysis: i) Refine the study coding system based on the methodological design; ii) Sort and classify information from the fieldwork; iii) Encode and integrate interviews and other documents in the NVivo Release 12 software program; iv) Analyze qualitative data			MEL activity team
Geographical Information System (GIS) specialist (1)	Provide technical expertise on spatial data collection, map series creation, compile available geospatial data sets, conduct spatial analysis, data visualization and interpret aerial photos or satellite images			MEL activity team

TABLE 40: REQUIRED QUALIFICATIONS AND SKILLS

Collaborating, Learning and Adapting (CLA) specialist (1)	Lead tasks and efforts to ensure evaluation findings and recommendations are transparent, disseminated, and distributed to relevant stakeholders. Lead tasks to ensure evaluations have a collaborative approach.			MEL activity team
Monitoring specialist (1)	Analysis of indicators and assessment of the AMELP plan.			MEL activity team
Evaluation Leader (1) (Senior)	<ol style="list-style-type: none"> 1. Lead evaluation design, methods, management, and implementation. 2. Close coordination with USAID and the COR in leading the evaluation. 3. Leadership in: i) Work plan drafting; ii) qualitative and quantitative data collection design and analysis; iii) data collection strategy; iv) Leadership and support in the collection of qualitative information at local, regional and national levels; v) final report drafting; v) final report presentation. 4. Oversee the quality and timeliness of the data collection implemented by a local firm. 5. Oversee the anonymization process of qualitative and quantitative data. 6. Lead debriefs and presentations to USAID and the Implementing Partner. 	<ol style="list-style-type: none"> 1. Experience managing complex international evaluations, solid (at least 3-5 years) experience as an evaluation team leader. 2. Excellent English and Spanish writing skills. 3. Knowledge in institutional strengthening and territorial development is preferred. 	TBD	TBD
Thematic Consultant (2) (Mid-level)	<ol style="list-style-type: none"> Leadership in: i) Work plan drafting; ii) qualitative and quantitative analysis; iii) design instruments for data collection; iv) revision of primary and secondary sources of information; v) Responsible for the collection of qualitative information at local, regional and national levels; vi) drafting of the final report. 	<ol style="list-style-type: none"> 1. More than seven (7) years of experience in conducting evaluations with some degree of qualitative analysis. 2. Expert in territorial and community development, preferably in rural areas affected by armed conflict. (first consultant). -Expert in rural development (second consultant). 3. Relevant experience in USAID evaluation approaches. 4. Proven analytical thinking, accuracy, communication, and interpersonal skills and teamwork. 5. Fully written and speaking English and Spanish proficiency. 	TBD	TBD
Quantitative methods expert/specialist (1)	Leadership in: i) Quantitative methodology for the Work plan drafting including	<ol style="list-style-type: none"> 1. Graduate degree or higher in economics, statistics, social sciences, and related fields. 	TBD	TBD

TABLE 40: REQUIRED QUALIFICATIONS AND SKILLS

	<p>sampling methodology; ii) design instruments for quantitative data collection; iv) triangulation of sources of information; v) drafting of the final quantitative report; vi) Collaborating, Learning, and Adapting (CLA) activities for quantitative results.</p>	<p>2. A minimum of 7 -seven years of experience conducting quantitative research; 3. Proven experience in conducting high-quality quantitative analysis. 4. Education in a specific subject area, with country experience, would be helpful. 5. Strong background and training in mixed methods research. 6. Experience and knowledge of data analysis and data management techniques. 7. Candidates with high proficiency in English is required.</p>		
Qualitative methods expert/specialist (1)	<p>Leadership in: i) Qualitative methodology for the Work plan drafting; ii) design instruments for qualitative data collection; iv) triangulation of sources of information; v) drafting of the final qualitative report; vi) Collaborating, Learning, and Adapting (CLA) activities for qualitative results.</p>	<p>1. Graduate degree or higher in social sciences and related fields. 2. A minimum of 7 -seven years of experience conducting qualitative research; 3. Proven experience in conducting high-quality qualitative analysis. 4. Knowledge in community and institutional strengthening preferable. 5. Strong background and training in mixed methods research. 6. Experience and knowledge of qualitative data analysis and qualitative data management techniques. 7. Candidates with high proficiency in English is required.</p>	TBD	TBD
Evaluation Planning specialist (Mid-level)	<p>Lead planning each step of the evaluation, including a detailed list of activities, resources needed, and time frame. Coordinate quantitative and qualitative data collection by implementing partners and data collection firms. Coordinate all the arrangements for field data collection with MEL's activity administrative staff. Coordinate the delivery of all evaluation's outputs, including all intermediate documents, presentations, and data. Support evaluation team supervision.</p>	<p>BA in economics, social sciences, project management, government, political sciences, and related areas of knowledge. Master's Degree or two (2) years of graduate education. At least seven (7) years of experience managing evaluations. Proficient computer skills including Microsoft Word, Excel, and Outlook. Experience in STATA or related programs desirable. Must be a legal resident of Colombia. Intermediate or advance knowledge of written and spoken English.</p>	TBD	TBD
Quantitative data collection (firm)	<p>Quantitative data collection.</p>	<p>Proven experience in household level surveys in conflict areas of Colombia.</p>	TBD	TBD

EVALUATION SCHEDULE

The MEL Activity will propose the evaluation schedule bearing into consideration that the complete schedule cannot exceed 28 weeks. The below evaluation schedule is illustrative for the MEL Activity to present the time frame and can be updated in collaboration with USAID prior to finalization of the work plan.

TABLE 41. SUGGESTED SCHEDULE		
PHASE	DESCRIPTION	APPROXIMATE DURATION (TIMELINE)
<u>Phase 1:</u> Planning	Initial planning, design, and desk review.	~1 month (weeks 1-4)
<u>Phase 2:</u> Fieldwork	Fieldwork, data collection, compilation, tabulation, and analyses.	~3 months (weeks 5-18)
<u>Phase 3:</u> Final Report	Final report drafting, revisions, presentations, and approval.	~2 months (weeks 19-28) *includes 1-month contingency time.
Total	Evaluation study achieved	Maximum 7 months (28 weeks)

TABLE 42. ESTIMATED LEVEL OF EFFORT IN DAYS BY ACTIVITY							
NO	POSITION (# PEOPLE)	SOW	WORK PLAN	DATA COLLECTION		DRAFT FINAL REPORT	
		MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
1	Evaluation Leader (1)	TBD	TBD	TBD	TBD	TBD	TBD
2	Evaluation Planning Specialist (1)	TBD	TBD	TBD	TBD	TBD	TBD
3	Thematic Consultant (2)	TBD	TBD	TBD	TBD	TBD	TBD
4	Quantitative methods expert (1)	TBD	TBD	TBD	TBD	TBD	TBD
5	Qualitative methods expert (1)	TBD	TBD	TBD	TBD	TBD	TBD
6	Quantitative data collection (firm)	TBD	TBD	TBD	TBD	TBD	TBD
TOTAL							

FINAL REPORT FORMAT

1. Abstract.
2. Executive Summary.
3. Evaluation Purpose.
4. Background on the Context and the Strategies/Projects/Activities being Evaluated.
5. Evaluation Questions.
6. Methodology.

7. Limitations to the Evaluation.
8. Findings, Conclusions, and (If Applicable) Recommendations.
9. Annexes.

See the [Evaluation Toolkit](#) for the [How-To Note on Preparing Evaluation Reports](#) and [ADS 201mah, USAID Evaluation Report Requirements](#). An optional [Evaluation Report Template](#) is also available in the Evaluation Toolkit.

The evaluation **abstract of no more than 250 words** should describe what was evaluated, evaluation questions, methods, and key findings or conclusions. The **executive summary should be 2–5 pages** and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, and conclusions (plus recommendations and lessons learned, if applicable). The evaluation methodology shall be explained in the report in detail. Limitations to the evaluation shall be disclosed in the report, 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.

Annexes to the report must include:

- Evaluation SOW (updated, not the original, if there were any modifications).
- Evaluation methods.
- All data collection and analysis instruments used in conducting the evaluation, such as questionnaires, checklists, and discussion guides.
- All sources of information or data identified and listed.
- Statements of difference regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team, if applicable.
- Signed disclosure of conflict-of-interest forms for all evaluation team members, either attesting to a lack of or describing existing conflicts of interest.
- Summary information about evaluation team members, including qualifications, experience, and role on the team.

CRITERIA TO ENSURE THE QUALITY OF THE EVALUATION REPORT

Per [ADS 201maa, Criteria to Ensure the Quality of the Evaluation Report](#), draft and final evaluation reports will be evaluated against the following criteria to ensure quality.

- Evaluation reports should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate the strategy, project, or Activity.

- Evaluation reports should be readily understood and should identify key points clearly, distinctly, and succinctly.
- The Executive Summary should present a concise and accurate statement of the most critical elements of the report.
- Evaluation reports should adequately address all evaluation questions included in the SOW, or the evaluation questions subsequently revised and documented in consultation and agreement with USAID.
- Evaluation methodology should be explained in detail and sources of information or data properly identified.
- Limitations to the evaluation should be 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.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or simply the compilation of people's opinions.
- Conclusions should be specific, concise, and include an assessment of quality and strength of evidence to support them supported by strong quantitative and/or qualitative evidence.
- If evaluation findings assess person-level outcomes or impact, they should also be separately assessed for both males and females.
- If recommendations are included, they should be supported by a specific set of findings and should be action-oriented, practical, and specific.

See [ADS 201 mah, USAID Evaluation Report Requirements](#) and the [Evaluation Report Checklist and Review Template](#) from the [Evaluation Toolkit](#) for additional guidance.