



EXTERNAL FINAL EVALUATION

Strengthening community capacity for exercise, defense and advocacy
of human rights "

Yolanda Montenegro

Mario Julio Salazar

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INTRODUCTION

This report contains the results of the Final External Evaluation of the project "Strengthening community capacity for exercise, defense and advocacy of rights", implemented by the Colombian organization Pacto Colombia Association with financial support from the Norwegian organization Misjonskirken Norge. The evaluation was conducted between July 2017 and August months and the analysis period spanned from 2008 to 2017.

1. Background and context 2008 – 2017 Asociación Pacto Colombia

APC was created in 1987 as "Junta misionera del Pacto Evangelico de Colombia", with the aim of implementing social projects of the churches that within the Federation of Evangelical Churches of Colombia, FIPEC.

From 2008 APC has been organized as a non-governmental autonomous organization with its own legal personality, its headquarters is located in the city of Bogota and its objectives are:

- a. Promote social welfare programs to disadvantaged members of society regardless of race, religion, sex and social status.
- b. Create, develop formal educational centers, education for work and human development and informal work, community service areas, kindergartens, libraries, TV and radio, micro-enterprises, support programs needy, the family and its members, service programs and health prevention, prevention and rehabilitation programs for people with behavioral problems, addictions and behaviors, programs for the inmate; and generally develop any activity that improves the quality of life of society.
- c. Supporting Associations, foundations, corporations and churches to develop legally constituted social works that are part of the community of the Covenant in Colombia.

1. 1 Project history.

The Norwegian organization Misjonskirken Norge, assumes its commitment to Colombia since 1968, with the arrival in the city of Medellin young missionaries from Ecuador to study theology focusing its mission work in the growth of the "Pacto Churches" in cities as Bogotá and Barranquilla.

In 2008 it promotes the creation of APC as a tool for social support of the Federation of Evangelical Covenant Churches of Colombia - FIPEC- and simultaneously supports the implementation of teaching and defense of Human Rights in churches and partner organizations FIPEC, through the Project " Children and women's rights" (That name was used from 2008 to 2010) with two objectives: a) "inform, empower and help women and children in social projects and churches of FIPEC in Colombia", b) "Transforming APC into a national voluntary democratic organization building networks and emphasizing the rights of women and children and combating violence against women and children ".

In 2010, a project evaluation showed the importance of building a system of planning, monitoring and evaluation to track targets and impact.

From 2012, following a series of recommendations from an interim evaluation of the above-named Project -APC- reformulation proceeds under the logical framework methodology, thus promoting the same change of name of the project "Strengthening community capacity for exercise, defense and advocacy of rights", the name by which it maintained until 2017 and built on the basis of the following four components:

- a) Education and Training: in order to promote exercise and learning of human rights in different regions (07) of El Pacto, reducing their vulnerability;
- b) Support and intervention: in order to strengthen the capacity of individuals and communities that enable changes to your current situation regarding human rights of children and women;
- c) Research: in order to identify the needs and problems of the communities of the Covenant Colombia and establish alternatives accompaniment, intervention, management, education and training so that they can exercise, defend and influence the human rights of children, girls and women;
- d) Management and Sustainability: in order to take action and processes with the participating population of the project, as well as networks that enable organizational development, sustainability and strategic alliances.

2. Information about evaluated project.

Project's name	"Strengthening community capacity for enforcement, defense and advocacy of human rights"
Financing entity	Misjonskirken Norge
Implementing entity	Asociacion Pacto Colombia through its Human Rights Team
Country	Colombia
Period to assess	2008-2017
Strategies	Responsibility and commitment of the Church in education and defense of Human Rights. Networking. Advocacy. Institutional strengthening.
General purpose	Promote community capacity in El Pacto Colombia for exercise, defense and advocacy of rights in children and women.
Components	Training and qualification Accompaniment Investigation Sustainability

3. Objectives of the evaluation.

The final evaluation was conducted according to the evaluation proposal and responded to the following objectives:

- a. Analyze the relevance of the project
- b. Identify and assess the results achieved in terms of their effectiveness and efficiency.
- c. Assess the project management model and the relation between different regions and initiatives where the project was implemented.
- d. Identify the impact of the project.
- e. Analyze the sustainability of different regional initiatives.
- f. Get recommendations for strengthening APC

Evaluation wants to emphasize its formative whose main purpose is to identify successes and failures at different stages of the project cycle in order to draw conclusions in the form of lessons learned and provide input for the design of future strategies and interventions of APC.

4. Determinants and limits of the evaluation

The main factors that affected this evaluation were:

- Temporary: Allocate nine days to the completion of fieldwork for a project with such large dimensions (2008-2017) is very little time and conditions its development. More time facilitate better preparation of the various stages of evaluation and also allow more advance notice / as key informants in order to compromise their participation during the fieldwork.
- Diversity and geographical dispersion of groups of beneficiaries: the project has different target groups, a wide variety of groups and a wide geographical dispersion with limited access.
- Low number of interviewees: partly because the two conditions set out above.
- Low number of members of the Board interviewed: In the interview that was planned and previously summoned, could not have more than 2 people

representatives of the current Board of APC. However, the information provided by participants was fluid and sufficient to have a vision of integration and the role that the Board has in relation to the project evaluated.

- Limitations on project monitoring system: it is because the procedure used by APC to monitor the project can be summarized in three stages: APC during the period 2008-2012 has not carried out systematic monitoring of the implementation of the intervention. From 2012 to 2014 APC has a monitoring and evaluation system that is not accepted by all regional teams responsible for project implementation. From 2014 it stops using the system of monitoring and evaluation.
- The project incorporates from 2013 logical framework matrix with objective indicators, activities; However, the selection and editing of some of these indicators does not provide quantitative or qualitative information, so do not facilitate measurement of progress of implementation.
- Monitoring Reports: Based on the narrative reports are a retrospective guide changes that were generated in the project and should contain a comparison between planned and achieved annual narrative reports of the Human Rights Project, does not allow us to know that verifiable changes were obtained from what has been done, or the degree of progress of the project. No pictures of results obtained according to the objectives and expected results backed by their respective verifiable indicators were found. Some annual operating reports provide narrative information on the implementation of activities, but in terms of generating new knowledge, contribution to the change in quality of life of individuals, community development, progress of APC, etc., there is no description of those changes.
- Not planned interviews conducted: the planned interviews were not performed with the group of pastors of Barranquilla.

The evaluation team wants to highlight and thank the willingness of staff and team APC Human Rights in the work of coordination, access to documents, information generation and logistics; without which it would have been impossible to carry out this evaluation.

5. Institutional Analysis

In order to have a better understanding of the implementation process of the project, its results and the achieved impact assessment considered from the analysis of the functioning of the institution responsible for its management, its organizational culture and its strategic projection within Human Rights Project.

5.1 Internal structure of APC and location of the evaluated project.

It was necessary for the evaluation performed several reflective exercises with the team of APC in order to clarify the institutional structure and location of the Human Rights Project in the same, achieving the end, a unification of criteria and making it clear within the team, which is the current internal structure of your organization and location of the project evaluated.

5.2 The Board of Directors maximum body of direction and responsibility.

The Board is the body responsible for directing, direct, lead and sort the destinations of the association government. And it rests with the Assembly's sovereignty association on the Board of Directors has the responsibility of his government being necessary for a good performance of their duties, who consciously exercise his main roles:

- A. **Strategic role.** Be the governing body with the ability to analyze the internal situation and the changing environment and, consequently, propose future lines of action for your organization. You need to APC since its Board of Directors will promote and support the development of a Strategic Plan for institutional strengthening. Define what.
- B. **Tactical role.** Define short term and the strategy that each must have hefting the context to achieve their proposed goals and objectives.
- C. **Operational Executive role.** Management to achieve the objectives. Definition of how and with what.
- D. **Evaluation and Control role.** Monitoring results and use of resources; Compliance Monitoring Mission, Vision and Institutional Values. Corrective measures, ensure transparency. Redirections.

From this point of view and according to what reported by the pictures of APC and Human Rights Project who were interviewed about the current Board has a centralized leadership and does not encourage the active participation of different actors of the Association, which not enriches its decision-making process. This limits its role of bringing to the FIPEC APC and vice versa from the perspective of a common project that transcends the boundaries of APC.

In any case, the Board exercises its role with guaranteed success, it is necessary to relate it to the model of complementarity, not competition between directors and management, to avoid as far as possible confusion of roles and so APC achieve the objectives efficiently.

5.3 The organizational culture.

Starting from a basic definition of organizational culture as "the set of expressions, beliefs, etc., and make the environment in which the work at all levels of the organization runs", the effects of having a positive organizational culture they are, among others:

- a) Having the proper basis for strategic planning prior to the preparation, approval and implementation of a project;
- b) Lines have clear and efficient communication at all hierarchical levels of the organization before starting a project and influence since its inception in the scope of the objectives and results plotted.

In that vein, it is important to note by the evaluation, the main weaknesses were detected in the organizational culture that houses the Human Rights Project and influenced, without equivocation, the difficulties of communication, understanding and acceptance at the beginning thereof so as to obtain final results that are included in this final report:

- Project Team Human Rights has clearly established that it is part of an organizational structure and therefore depends, of hierarchy, of the decisions of the superior body, identified this as the Board of APC
- Within the workshop to determine which type of organizational culture considers the human rights team has, participants concluded that including governs the organizational culture of "flexible" type, which is defined as: "organizational culture where everyone feels part of it. There is an atmosphere of trust. There are incentives to motivate. No spontaneous collaboration within the team. "
- In the same workshop, in contrast, it was sought that define human rights team which was considered the prevailing organizational culture in the upper body structure. The result showed response that within the Board of Directors of APC there is a mixture of various types of organizational cultures among which type of organizational culture "Rutinante" and organizational culture like "Bureaucratic".

- Organizational culture "Rutinante" is one where decisions are made at a senior level; everyone should do what the superiors indicate so worthless. It works under pressure, without clear objectives; but not the most important urgent issues are resolved. No strategy and approach is guided by routine and habit.

The type "Bureaucratic" is the kind of organizational culture with an excessive ingrowth of Organization. Communication is unidirectional, hierarchical and down. To increase the internal control rules and routines are increased.

The same structure that there are different perceptions about the existing organizational culture; because, among other consequences:

- a) Lack of synergy between FIPEC, Board of Directors, APC and evaluated Project;
- b) A little effective communication: considering that the success of any organization depends on knowledge and identification of its members with the objectives to be achieved and creating a favorable working climate, which can only be achieved through effective communication which is not the same as information-, at all levels of the organizational structure, not centralized at higher levels.
- c) Demotivation among some actors; at different focal meetings could verify that procedures, decisions, shares, etc who demonstrated in the changes the Human Rights Project has had in its execution were unknown.
- d) An atmosphere of insecurity usually based on fears, fears and assumptions within FIPEC and partner organizations.
- e) Bureaucracy internal processes: from regions to APC; APC to the Board. Some teams like Cartagena, for example, reported that approval of resources to meet the various activities suffered a bureaucratic process and that they did not agree that decisions on the project "were taken from Bogota".

6. Analysis of Project information.

The evaluation report incorporates the elements requested in the Terms of Reference (Relevance, Efficiency and Effectiveness, Impact and Sustainability) Guided by the questions included in the General Evaluation Matrix.

It is important to highlight methodological application that followed in the evaluation, took place under a concept of results chain. In this regard, the activities according to assess the progress made to achieve the expected results and analyzed, in order to be able to estimate the likely impact of those results and effects, and its relevance to the project objective.

The rating scale is established based on the following criteria:

- VERY GOOD: expected goals in this component are exceeded.

- GOOD: A significant percentage of the goal in this component is achieved.
- ACCEPTABLE: A sufficient percentage of the goal of this component is achieved.
- IMPROVABLE: Important aspects of this component were not achieved.
- WEAK: Key aspects of this component were not achieved.

6.1 RELEVANCE.

According to information provided by various sources consulted prior to the launch of the project it was carried out by APC an investigation into the situation of the rights of children and women within their churches and partner organizations, achieving identify that within the same lack of gender equality, cases of child abuse in families, presence of sexist paradigms, sexual abuse of children was given. This information served to justify APC project implementation.

In 2009 a needs assessment which yielded information on the lack of awareness and knowledge about human rights and routes of care and access to justice, information that was very important to support the project was made.

However, there is not an initial baseline with information on the context and the population affected by the problem to deal with that party for the formulation of the project is, as well as information on their indicators to establish a link between the information available and organized on human rights issues and decision-making process for planning, tracking, monitoring and evaluation of project management.

Nor it is there with relevant information on gender relations within the agencies involved at the time the project starts.

According to the document analysis can establish that it is from the year 2014 that begins to implement a base with the population participating in the various regional initiatives online in which surveys were passed to determine aspects such as the degree of abuse and lack of opportunities; authoritarianism, decreased practices inequality, sexism in the family and / or community.

6.1.1. Relevance of the problems identified with the objectives

The aim of the evaluated project aims to establish capabilities in leading people and teams in each region involved, so they can respond to situations of affectation of Human Rights; promoting equitable life styles, models to foster gender equality and building spaces of peace and justice.

Agenda items that stand out in the design and implementation of the project are the Rights of Women's Rights / the boys / girls, Gender Equality, church involvement in the situation of violation of human rights, Advocacy , Justice and Peace.

Key informants give a high evaluation to the relevance of the actions taken in relation to:

- a) the current issues,
- b) the experience and the problems they face in their communities about the lack of respect for Human Rights;
- c) family and community practices of discrimination against women.

Similarly, the project is a local response to a social problem that most concerns in Colombia. In reviewing the national statistics of the National Institute of Legal Medicine, every day more than 140 women are assaulted by their partner so that approximately 60% of Colombian women suffer some kind of violence: psychological, physical, patrimonial (transformation, subtraction , retention or destruction of personal belongings) and sexual.

6.1.2. Relevance of the strategy APC with formal international human rights instruments

Strategies designed and implemented by APC and implemented by the team of Human Rights in implementing the project are in line with formal international instruments and mechanisms of human rights.

Design and intervention strategies are consistent with the national guidelines and regulations for the protection of rights which protect women and children victims of violence. Mention may be made, within these regulations, Law 1448 of 2011 which establishes mechanisms and tools to provide assistance, care and compensation to victims of armed conflict. Law 1257 of 2008 on non-violence against women, the Law 1098 of 2006 which aims establish substantive and procedural rules for the comprehensive protection of children, girls and adolescents.

Table I. International Human Rights Mechanisms addressed:

Instruments	addressed
Promotion and Protection of Human Rights	
Rights of children	•
Women's Rights	•
Nationality / Displaced	•
Justice and Peace	•
Right to sexual and reproductive health	•
Racial discrimination	•

6.1.3. Degree of relationship and synergy between churches and organizations that implemented the project.

APC selected the following regions to implement the project: Bogotá, Cartagena, Barranquilla, Medellín, Nariño and Montería. Each region through a church or partner organization was responsible for developing its own initiative on Human Rights, the total of initiatives are the Education and Training component.

Although regional initiatives achieve coordination and / or cooperation of other local organizations human rights defenders, the project does not establish as a priority strategy creation and strengthening coalitions and actions of two or more regions that generate a superior effect that it is individually managed and constituting one voice on Human Rights. From the meetings of men and church leaders 3 regions with the aim of motivating the theme of New Masculinities they are developed where you can see a small sample of interrelation between the participating regions.

Project as part of regional meetings were held to share experiences among the participants in each region, one of the leaders I call them "Encounter of Knowledge", which reveals the importance and impact of sharing experiences between regions. The last meeting was held in 2016.

6.1.4. Formulation Project Plan

Regarding consistency problem analysis and solutions, the formulation of the project in their annual plans for the period 2008-2011 did not have a problem tree or solutions, making it difficult to assess hierarchical logic and coherence cause-effect relationships and plot quality in the selection of alternatives.

By analyzing the logic of intervention, we can say that there is coherence between the overall objective of the operational plans for the period 2012-2017 and expected products, adapting the design to the changing socio political context on Human Rights.

From 2016 properly collected lessons learned and experience gained in the work of Education and Training in Human Rights to formulate Advocacy initiative.

Regarding the quality of the logical framework indicators they have been identified some shortcomings in their formulation, particularly because the wording of several indicators is ambiguous, lacking information on population- goal, period, quantity and / or quality achievement .

In each of the annual plans lack of process indicators that allow a periodic qualitative and quantitative monitoring of planned actions, results and effects observed.

Annual planning matrix no clarity in terms of resources and costs and scheduling activities, lack of information on monitoring and evaluation.

Despite not it has a prior institutional diagnosis that describes the situation of human rights in each region, it can be said that both the objectives and the strategy used in the implementation, are relevant to the situation of the country and the agenda international Human Rights, in its implementation the project responds not only to community needs, but responds to international policies while assumes violence against women as "any act of violence based on gender which results in possible or in, physical, sexual or psychological, including threats, coercion or arbitrary deprivation of liberty, whether occurring in public or private life "

As a general conclusion, the evaluation estimates that the project in its formulation reflected a GOOD RELEVANCE in defining the problem and the proposed impact intervene with good internal consistency in the definition of objective and results. However he had the strategy of gender in its formulation, appearance have built the way it monitors and evaluates the project and this to be improved in the design of future interventions on Human Rights of Children, Adolescents and Women .

6.2. Project effectiveness.

Effectiveness of the project is determined by the degree to which the objectives are achieved, having these delimit the time they are expected to generate the effect or product they indicate. Therefore a project is effective if it meets the expected objectives in the planned time and the expected outcome and quality.

6.2.1. Effectiveness of reach of objectives, indicators and project components throughout its history.

The project aims to:

For the period 2008-2011:

OBJECTIVE	INDICATOR
<p>Inform, empower and help women and children in social and churches within FIPEC projects in Colombia, in terms of their rights and in relation to violence against these groups. "</p>	<p>In all social projects and churches within FIPEC in Colombia is continuously defend human rights and gender equality.</p> <p>Local churches take into account the concerns about the rights and equality of women in all its activities.</p>
<p>APC is making a democratic national voluntary organization building networks and emphasizing the rights of women and children and combating violence against women and children. Thus the church and society are strengthened and its influence increases.</p>	<p>APC is a successful democratic organization with a gender perspective and fights for women and children victims of violence.</p> <p>The organization has established a successful network among its projects to government offices and voluntary organizations.</p>

For the period. 2012-2017:

The objective of the project: "Promoting capacities in the communities of the Covenant in Colombia for exercise, defense and advocacy of rights in children and women."

To achieve this goal the project formulated develop four components:

COMPONENT	OBJECTIVE	INDICATOR
Training and qualification	Promote community capacity in Colombia Pact for exercise, defense and advocacy of rights in children and women.	DH level of knowledge in communities of the Covenant. DH level of empowerment in communities Pact % Of groups and individuals who made replica
accompaniment and Intervention	Strengthen the capacity of individuals and communities that enable changes to your current situation regarding the rights of children and women	Type of skills developed by individuals and communities to create change in their situation regarding rights. Using acquired and activation mechanisms for enforcement of rights tools.
Investigation	Identify the needs and problems of the communities of the Covenant Colombia to establish alternative support, intervention, management, education and training so that they may exercise and influence to defend the rights of children and women.	Level of community participation in the processes of research Level of response the project meet the needs of communities. Membership level and relevance of the instruments in communities
sustainability	Take action and processes with the participating population of the project and networks that enable organizational development, sustainability and strategic alliances.	Low staff turnover Project Team: 1 person per year. Low staff turnover volunteer teams: 5 to 10 per year. New source of funding to ensure increased financial resources and staffing in the regions. Increased partnerships with networks. 5 alliances.

According to the documentary analysis already provided by the respondents, the assessment determines that in the period 2008-2011:

- a) The objective of Inform, empower and help women and children in social and churches projects within FIPEC in Colombia, in terms of their rights and in relation to violence against these groups was achieved because a constant process of training on the theme was held Human Rights in which people of churches and organizations selected for project implementation involved.
- b) Even if you do not have systematic records on the participation of people in different activities can be verified through the testimonies heard at meetings of the participants focus groups in the evaluation that if human rights are defended and equal gender in their regions. Is valuable achievement to have made visible the issue at the level of the Church and recognize the same that inside situations of violence occur especially children / as and women.
- c) Regarding the second objective: "APC is a successful democratic organization with a gender perspective and fights for women and children victims of violence". The evaluation was unable to determine specific actions to achieve this objective particularly in terms of being a democratic organization. APC by implementing the project if he can be an organization that fights for no violence against women and is part of a network of organizations working in this field.
- d) As for the gender perspective as set the indicator, there is no clarity on the APC strategy and project to work gender as such, nor is there specific information.

For the period 2012-2017:

- a) The Research and Monitoring and intervention components were not developed as such but the few activities are part of the Education and Training Component.
- b) Analyzing how project implementation, we can say that the activities develop in these two components were not developed as separate components but are responsibilities that the human rights team of APC should meet the different regional teams in developing activities human rights training.
So that the training component and Training was the most successful because project implementation was centralized in the same making the highest percentage of activities, achieving compliance and performance indicators as well as impact on the target population.
- c) Regarding the goal of sustainability component, the evaluation considers that the indicators are not the same, are not properly formulated to achieve the goal. It could verify that the project activities allowed participating organizations to reach initiate a networking with similar organizations in your area.

6.2.2. Results and quality

Based on the documentary analysis, focus group meetings, the results obtained by applying questionnaires and interviews conducted during the fieldwork, it has been possible to extract findings and effects with higher levels of compliance with results shown below:

1. **Team of volunteers in each region.** It was achieved in each participating region to form a local human rights team composed of volunteers from the town, which was responsible responsibility for realization of planned activities, constituting a strategy for implementing the project.

In 2015 due to lack of financial resources APC no longer covered costs for mobilization and development activities, thereby maintaining motivation in human volunteers. In 2012, I was also made to provide scholarships. Volunteer work still continues in regions that develop initiatives approved by APC especially Advocacy and economic stimulus for them is covered by the budget of the initiative.

It was found by the evaluation team that APC and the project itself lacks its own policy of "Volunteering". He is not precisely defined important aspects such as:

- a) Manual own voluntary;
- b) it is voluntary;
- c) it is a voluntary activity;
- d) Agreements between volunteers with the project.

The emergence of volunteers born as a need for motivation pastors of the Churches of the Covenant, to members of the regional teams who were in training and project staff of the DH. But by granting economic benefit or payment, the actual conception of what is voluntary / ay volunteer is distorted and jeopardizes the value added and valuable strategy in any project that includes it from its formulation.

2. **local initiatives.** As part of the project, each region made their own initiatives that corresponded to subjects on the situation of Human Rights. The initiatives were described as "own projects" based on needs that regional teams were found during the execution of the activities of the Human Rights Project. Most initiatives were aimed at reproducing the themes that the draft DH supplied to regional teams, but focusing on objective local groups (school children, mothers and parents).

The initiatives developed in each region were:

2.1. In the region of Bogotá:

2.1.1. Hope Covenant Foundation:

Since its birth in 1988, he was under the cover of APC, to acquire its legal Personaría as Foundation in 2005.

It is a preventive institution for underprivileged children in the area of Barrio San Francisco, "Ciudad Bolívar"; located in Bogotá. It is held with funding from APC and own income for tuition and school fees of 150 students attending its program of educational and nutritional support.

As part of the project, his team has received human rights training, pedagogical tools to replicate, he has participated in accompanying Advocacy, networking. Some women part of your team participate in the Virtual Diploma and received scholarships for university study.

The most valuable results of Esperanza Covenant Foundation in its relationship with the training provided by the project DH, are the following:

- Training in Rights of children and women targeted at churches and social organizations gave way to the beginning of a transformation of the man-woman relationship, and adults-children in the population served by the Covenant Esperanza Foundation;
- Empowerment of children served, to openly express his parents who are holders of Rights must respetárseles, leading to most parents to participate in training workshops in this area.
- Operation "Casa Tabita" that in 2009 starts operation to handle cases of women victims of domestic violence, providing protection and shelter, as well as psychological and legal counseling.

"Casa Tabita" stopped working in 2012 on instructions from the donor Norway (digni), before the approach must be the State of Colombia the obligation to supply this type of guidance and service to women victims of violence.

Tabita House through legal advice and psychosocial support to women welcomed there, work team greatly appreciates the form and professionalism as performed was provided.

Although shelter and psychosocial care for abused women on their rights, a weakness of this service is provided it is that it lacked a greater record of interventions, and according to reports, not transcended what care to deepening the situation of women and their families affected.

Indeed some legal action, whose registration is in the Fundacion Esperanza Covenant, which the evaluation did not have access to verify to what extent a solution in favor of women reached were filed.

The level of incidence of women's organizations for access to justice remains weak and obey not only the results of accompanying the project but to exogenous factors are structural.

At the end of the project, the need to generate the Colombian government to make strategic alliances with (national and international) private entity to provide services in emergency care is left installed.

- For two years until the present Covenant Hope Foundation as part of the Human Rights Project APC developed the initiative "Recovering Joy" resulting ::
 - a) care and treatment of children displaced by violence through psychological treatments; Y
 - b) b) targeting 15 families on issues of grief through the use and implementation of "Primer duelo" providing care to those suffering pain and / or grieving because of a death loss of a loved one or violation their human rights.

In addition, mention is made as valuable result, be part of VIVA RED for the implementation of the Cartilla of good treatment and care of abused girls in target communities.

Members of the Covenant Hope Foundation informed the Evaluation of action plans, however the lack of systematization of processes was detected.

Importantly, to the question posed by the evaluation of the current level of sustainability, members of the Covenant Hope Foundation say they have the necessary autonomy and ability to continue its work at project evaluated. Right now, his relationship with it is based primarily on accompaniment that gives you the initiative Advocacy, strengthen their efforts "recovering joy", "sexuality", "peace building" and its participation in centralized networks VIVA NETWORK Organization.

In this region I National Meeting Volunteer developed in June 2012 in the town of Tenjo- Cundinamarca, where the theme of 'appreciative approach "worked with a 40 volunteers was also conducted.

The Second National Meeting of Volunteers took place in Santandercito - Cundinamarca 29 to December 2, 2012 with the participation of 35 volunteers. The meeting had three main themes, which were: Development of skills from the transformation of communities; Self-care and evaluation of regional work.

2.2. In the region of Barranquilla:

In Barranquilla; the Human Rights Project, was executed by the Church "Las Moras" and named entity FUSPA; both located in the district of the same name in the municipality of La Soledad, which is identified as a social area in low socio-economic conditions.

Those interviewed provided information to the valuer team related with:

- a) history of the relationship between the Church "Las Moras" FUSPA and draft DH, from the call to participate until the end of the relationship with the project through the line of incidence in 2016;
- b) information related to the themes that were part of their training on Human Rights, Rights of the Child; Gender rights; implementation of the VPA

methodologies (Advocacy for Victims of Abuse), "Walked in Your Shoes" and Mending the Soul, which were used in the church and in the part of FUSPA educational establishments, with coverage to most of the 670 children and his parents;

- c) most team members trained in human rights issues, has also been part of persons covered by scholarships and the line of volunteers that developed in the project.

FUSPA, born in 2007, is the entity support the themes of Human Rights own project-oriented educational establishments in the region; currently serves 4 schools with a total coverage of 670 students.

As part of the implementation of component "Education and Training" DH project, members of the regional team, identified the evaluators execution 3 initiatives developed to throughout the project period, from 2008 to 2016, which They identified below:

- a) Foster guidelines: to prevent abuse in children / as. RED VIVA in collaboration with the technique of "green suitcase" with which they treated 30 children / as applied to overcome traumas.
- b) Cord of three strands: "It is not easily broken", directed 5 Iglesias for peaceful coexistence through the development of three areas: Personal Development, Social Skills and Civic Skills

It was valuable for evaluation, receive from respondents their feelings regarding the change emerged in 2016 that caused the accompaniment line "Impact".

FUSPA Executive Director said that the regional team of Barranquilla he was not consulted about the change, feeling an imposition "from Bogota" a logical evolution of the project. The same perception was revealed in the interview that was held with members of the Covenant Hope Foundation.

Significantly, the evaluation, the regional team of Barranquilla and members of Hope Covenant Foundation said that the support received in "Advocacy" consider valuable.

It could be detected by the evaluation team that since 2016 to date there has been no continuity, tracking, monitoring and evaluation necessary to trained team since 2008. The accompanying Advocacy is not based on a methodology of the subject and the leadership cadres generated through project implementation Human Rights have weakened since the end of the last initiative supported as their own local project.

2.3. In Cartagena Region:

2.3.1. Crespo Church:

The evaluation team was able to have contact, through the interview technique with the regional project team on Human Rights, in the city of Cartagena, who are part of the

congregation of Crespo Church, participating from 2008 in thematic trainings own Human Rights Project evaluated.

The Crespo Church currently has a congregation of about 120 people. Importantly, by the evaluation team, the results of people trained by the project of human rights in this region were as follows:

- of the 120 people gathered, 12 were formed in the very themes of the project;
- 12 people, 04 of them followed the training process in line "Impact" project.

Developed in this region, three own initiatives Human Rights Project:

- a) "Common Work"; with the participation of 20 women who met monthly for training in human rights.
- b) "Arms stretched" by which women victims of violence were attended by cells that formed in the home of a member of the congregation of the Church Crespo person.
- c) "Prevention of child sexual abuse" through training to children through Sunday schools that developed within the church. This initiative was provided coverage to an estimated 70 children, between the ages of 03 to 14 years, with themes of sexual education from the perspective of the Bible.

Cartagena, like Barranquilla, has been one of the region with the accompaniment of "Advocacy", which was perceived to his home under a not very positive outlook given to attributed by the groups that were being trained tiredness worked on human rights issues since 2008.

He joined the fatigue, was perceived by the APC team in the first meetings held in communities Advocacy on the issue with party politics it is confused. In this situation, we proceeded to facilitate and report to within the congregation who were the objectives to be achieved with this type of accompaniment. And understood the purpose of "Social Impact and Policy", the first activities started in the settlement of Bayunca, accompanying women leaders in training your advocacy plan.

A positive result is that members of the Church Crespo presented the municipal government project called "Construction and adequacy of space for the development of a program pluri-ethnic and multicultural approach in the neighborhood 14 January Bayunca".

The evaluation team had access to this proposal noting that:

- i. The proposal responds to satisfy a healthy recreational space for children and training in the area of Bayunca;
- ii. In the process of project formulation and monitoring application for approval by the municipal government they have not participated women leaders Bayunca community, and particularly its President Juana Franzual; who were not taken into account since its inception by the regional project team of Human Rights in the city of Cartagena ..

- iii. DH team in Cartagena states that Mrs. Juana Franzual during workshops for the establishment needs a project should meet in the Community of Bayunca, presented various proposals to finally agreed. This difference of opinion caused a turning point and cooling of relations between human rights team in Cartagena and the Commonwealth of Bayunca; relations were resumed until the day of the interviews with the evaluation team.

At the end of the interviews made by the evaluation team on Human Rights in Cartagena he handed Mrs. Juana Franzual copy of the project proposal submitted to the local municipal government for approval, as well as the letter of continuity to the approval process; for her, as leader of the community of Bayunca, to follow up on the request.

2.3.2. Focal group of women leaders from the Commonwealth of Bayunca:

The meeting planned with representatives of Bayunca, only the leader of the community was presented. the reasons why the presence and participation of other women trained in the training process that the draft Human Rights has reported it had not ignored by the evaluation team.

The highlights of the interview evaluation team with Mrs. Juana Franzual, refer to:

- a) History around the community of Bayunca: In 2009, approximately 100 people are installed in a vacant territory located in the region of Cartagena. People who participated at that time in the invasion, came from different regions of the country; fleeing widespread violence of the time. After 8 years they have made significant progress; and the legalization of their physical being recognized as a "People's Housing Organization" and the installation of some basic utilities such as electricity and water supply space. Currently, the number of families belonging to the community increased to a total of 400.
- b) Community history project with DH: Trainings on human rights issues began in 2010, addressing primarily to improving the conditions of children, youth and women of the community. They have received training on topics such as: 1) gender equity; 2) attention to the reduction of violence in families; 3) Sunday schools of Crespo Church to learn to read and write.
- c) Number of women who participated in the training processes DH Project: In all, 30 women were those who received the training workshops on the subject of Human Rights own project. The trainings were given every 15 days. Some of the women attended, could also participate in entrepreneurship processes and regional meetings to exchange experiences.
- d) Results obtained through the training line "Impact" project of DH: The main results reported are: 1) advocacy plan for the community of Bayunca * was developed; 2) the presentation to the local government of the proposed project "Construction and improvement of a space for the development of a program pluri-ethnic and multicultural approach in the neighborhood 14 January Bayunca".

According to the documentary analysis, information on other regions that were not the subject of the field research it was obtained:

2.4. In the region of Medellin:

In this region worked two games of cells with AVA methodology (Advocacy for Victims of Abuse. It is a ministry that focuses on shine the light of Christ over sin of domestic violence, providing resources to victims), in the towns of : Itagui and Oreó Peña. Itagui with the participation of churches El Shaddai, Yire Covenant Church Foundation competent women, and two members of the Seeds of Love and Hope Foundation, a total of 11 women participated in the cells. AVA cells are also developed in the town Peña de Horeb.

As a result of this activity, women have been confronted and challenged to seek psychological support and legal given the situation of domestic violence they face. This region has reinforced the theme of Human Rights Ecclesial level, creating the culture in churches and communities Pact break the silence and speak the truth, through conversational spaces and reflection to tell testimonies, strengthen and encourage those who are trapped in a violent situation.

2.5. In the region of Nariño. Ipiales.

training and training of AVA methodology involving all volunteer team, where abilities and skills to intervene cases of sexual abuse and domestic abuse were potencializaron was performed.

In this region the initiative was implemented "There is still time to accompany 40 teenagers from the Renacer Church and internal (40) and internal (30) prison Ipiales, in strengthening their self-esteem by building and monitoring their life project.

2.6. In the region of Monteria:

Along with the development of the "Leaving footprint", connected with workshops making sandals as productive initiative to improve the economy of women, the AVA methodology worked in different ways or motivating strategies such as "History of Janet" "what the Church needs to know", "Breaking the silence speaking the truth."

Creating spaces for interaction and making necklaces that managed to motivate the desire of the community to learn a productive activity and simultaneously convey the importance of having a decent life, next to labor law that are worthy are also reported in this region All the women; this in order to improve their living conditions and to respond to the objective of the initiative. The approximate number of women attended who received education and training in human rights and making sandals were 60 and 190 children served in churches like Cantaclaro, Cravat and San Carlos.

Volunteers in this region were participants of National Volunteer meetings I and II, conducted in the cities of Tenjo and Santandercito, Cundinamarca.

In this region the initiative "Justice and Gender" with which trained a group of people (members of churches) in promoting mechanisms of justice, equity and gender from focus groups, using the methodology of dialogue was implemented facilitated. accompaniment was also held on the topic "Prevention of trafficking in persons" as this area of the country are high figures reported in this issue.

3. Scholarships:

According to the 2009 report, "the volunteers participating local teams can borrow without interest and / or financial support for vocational studies and secondary studies related to the project workspaces".

The scholarship support was given to 12 people to study: Rights, Psychology, Pedagogy, specialization in Human Rights, the aim was to provide an incentive for the work they performed the volunteers in the regions and for some staff members to expand their knowledge.

4. Web page:

In 2008 it begins to develop the APC Web page with information and reports on violence and gender. In 2009 it finishes installing and 2010 is perfect to give information to the different levels of the organization and strategic organizations. This is a valuable tool that APC should strengthen once the project is completed.

5. Virtual Diploma:

According to reports from the project team, as an unexpected result of the POA 2014 came the virtual course: The role of the church in conflict transformation, where 19 students graduated, recognizing their critical role in the task of stop violence, transform conflicts and build peace. Participants have taken advantage they have in the community: its role in spiritual strength, character of cohesive communities, and their chances of being close to the lives of people to feed back their knowledge on the subject of the Diploma . Their knowledge allows them to be better prepared to accompany the communities in the task of eradicating violence and learn to live and live together in peace.

6. Healing church

In 2014, because in the national context has opened the possibility of ending the internal armed conflict afflicting Colombia about 60 years, sees the need to incorporate other initiatives as part of the project which is approved by its Board of Directors. SurgeThe "welcoming church and Healing" initiative led by CEAS (Ecclesial Coordination for Psychosocial Action) Mennonite Church, Mennonite Brethren and Brethren in Christ, in partnership with Social Pact, seeking to be supporting ministries of the churches in cases of victims of violence.

This initiative aims to strengthen the churches in building peace at a time when the country requires all social sectors that play an important role in the construction of reconciliation, as in the case of churches. Thus the churches of the Covenant reflect on their role in conflict transformation and peacebuilding and reconciliation, by being immersed in society "with the mission to extend and impact philosophy and theology to love the other." "It plays

a very important that if the Church is part of the Kingdom of God, we must build a kingdom of peace role."

On another level, it is understood that more community involvement in church is needed. It is understood that the role of the church should be to "restore, help, promote, build, provide solutions."

In the opinion of the team, "The church should use their spaces within communities, know their community to be a mediator between inter-neighborhood conflicts, raising projects and link youth entrepreneurship"

It is considered that the church should be involved in these processes because that way it would be really fulfilling its mission.

It works, based on this thought, through 4 steps:

- Biblical-Theological explanation of the call to be Healer Church
- Recognition of experiences and healing actions already has or exercises in his congregation participating church
- Presentation and study of 13 key capabilities that have the Healer Church
- Monitor the implementation to be Healer Church (implementation of primer Healing Church)

By the team of Human Rights, a first workshop training and development of the primer it was carried from the four moments described and accompaniment and monitoring the use thereof in each participating church of the process of this initiative took place.

Unfortunately you do not have a database to report on the number of participating churches in this initiative and its representative, or the number of replicas made by the group of participants using the primer, nor the level of progress and follow-up in each participating church or the types of changes in how to address and accommodate people with different traumas and needs in each local church.

7. Maculinidades new, non-violence and peace building from Jesus.

This initiative came in late 2014 with the aim of articulating a formative, spiritual and theological process with men. It was to base a model of masculinity based on Jesus as a practitioner of nonviolence and peacemaker, unlike a social dimension which is about the role of men related to male chauvinism or patriarchy.

two meetings related to this issue in Bogota, Cali and Medellin were performed.

At the meeting in Bogotá an interdenominational work, which facilitated achieved sharing experiences on peace building on the experience of being a man, managing emotions regarding their own life stories, and male-female birth of biblical texts.

Approximately 80 men have participated in different churches and denominations among which are: Church Pact Cali, Medellin and Bogota, Bogota Mennonite Church and Cali

8. advocacy

In 2015 the project had an external evaluation process, which recommended that according to the results obtained on Human Rights, "some paths were defined in social

and legal enforceability of rights and advocacy tools that support it ". Based on this recommendation, APC makes the decision to promote a Plan Strengthening Advocacy on human rights issues of concern to communities and community transformation articulated in the work they do.

For the preparation of this Plan, APC hires an expert professional Advocacy, who defines the path of strengthening support for advocacy in regions convened and agreed to participate in the realization of this plan emerged in APC. Accompanying the route comprises:

- a) A brief analysis of the social and political context that directly affects the outlook for Human Rights.
- b) A description that is Advocacy.
- c) Objectives, results and indicators Advocacy Plan from 2016.
- d) Establishment of capabilities expected to develop through the plan.
- e) Definition of the implementation of the plan and its main challenges.

Plan Advocacy APC aims: "To support community transformation facilitation tools and key routes when carrying out advocacy on human rights" is developed in the following three regions they agreed to participate:

- Hope Bogotá Pact Hope Bogotá Pact, in order to facilitate prevention and counseling spaces for education in sexual and reproductive rights, demanding the constant accompaniment of hospital Vista Hermosa and Equality House
- Paradise Soledad (FUSPA), with the objective that government programs implement programs for youth city.
- Bayunca, aiming to motivate mayor of the town and other government actors to space for the development of educational recreational programs with ethnocultural approach in El Barrio January 14 the village of Bayunca on the Atlantic coast is built.

Each of the teams of the 3 regions received support through two workshops, what is advocacy and the development of its proposal for intervention by mapping the actors with which they can interact to achieve their goal and starting relation to some government institutions.

APC has made a great positive effort to implement this initiative and has produced excellent audiovisual material that is used as a tool for support on this important issue, given the current social and political situation of the country.

Although the responsible local teams continue to work alone for the implementation of its plan advocacy, necessary noted that the incidence means a deliberate process, based on a pre-determined strategy. It is from these qualities that concrete ways of organizing, structuring the incidence within organizations that are prepared are constructed, educate

and organize themselves in order to influence, influence the creation, formulation, review and / or evaluation of public policies, so interrupting this process is lamentable.

At the close of the assessment, advocacy plan derived APC Human Rights Project, it has been completed because the contracted professional leaves the institution.

6.2.3. Factors contributing to the achievement of results

The evaluation has identified the following as factors that contributed to the achievement of results:

- Institutional recognition that APC has achieved in the regions of the FIPEC.
- Interest and motivation shown by the churches and partner organizations for knowledge and defense of human rights in their regions.
- The ability to maintain good levels of relationships with different organizations and human rights institutions.
- The human and professional capital / APC's workers, their different experiences, their high levels of commitment and identification with the problem on Human Rights and the poly functionality and flexibility to take on different roles and functions.

6.2.4. Compliance indicators.

Table II. Compliance level indicators:
 (The project does not have a quantitative record of the results of the project activities, so the percentage granted is based on the rating received in fieldwork Assessment)

Component	Indicators	% Compliment
	<ul style="list-style-type: none"> • Leaders of social organizations and groups participating churches ministerial project entrench its vision of equal rights • Joint human rights issue with biblical emphasis on legal rather than participating churches. • Users and family know rights of children and women and learn the process of 	<p>90%</p> <p>100%</p>

Training and Capacitación	enforcement strengthened their ability to reject violence and to reconcile conflicts.	80%
	<ul style="list-style-type: none"> • Parents modify the physical punishment for new styles of correction 	
	<ul style="list-style-type: none"> • Couples can reconcile their conflicts without physical or psychological violence. 	80%
	<ul style="list-style-type: none"> • Each of the six regions. implements its initiatives supported by a local team of volunteers trained in human rights. 	80%
	<ul style="list-style-type: none"> • In churches they have opened conversational spaces "break the silence and speak the truth" to encourage people living violence. 	100%
	<ul style="list-style-type: none"> • Each region is part of local networks to receive information from the State and make demands for their rights. 	100%
	<ul style="list-style-type: none"> • Operation of a website as a tool for volunteers and employees of social projects. 	
	<ul style="list-style-type: none"> • Creation and operation of a Crisis Center to attend women victims of violence 	80%
	<ul style="list-style-type: none"> • Granting of 11 Scholarships for post-graduate college volunteers and team members APC. 	80%
	<ul style="list-style-type: none"> • Provide legal and emotional counseling to women victims of violence through Casa Tabita. 	100%
	<ul style="list-style-type: none"> • Creation of a Center for the attention of mourning. 	100%
	<ul style="list-style-type: none"> • Operation Virtual Diploma "The De la Iglesia role in conflict transformation" 	90%
	<ul style="list-style-type: none"> • Pastors and church leaders recognize gender equality and acquire the commitment to work on this issue in their localities. 	100%
	<ul style="list-style-type: none"> • Made 3 regional meetings with the participation of 120 men from church to reflect on the theme of New Maculinidades and non-violence from Jesus 	100%
	<ul style="list-style-type: none"> • Initiative "Church Healer" with the participation of 80 people 	75%
<ul style="list-style-type: none"> • Churches use primer "key to restoring faith community capabilities." 		
<ul style="list-style-type: none"> • Recognition of the participating churches of gender equality as a guarantee of the rights of women. 	100%	
		100%
		80%

		75%
Accompaniment	<ul style="list-style-type: none"> • System Application Monitoring and Evaluation in each of the six regions. 75% • Application of "AVA" methodology in two regions 75% • Launch and use in regions of the tool "Suitcase Apprentice" 100% • Production and use of tools and audiovisual materials for training and training in human rights and Advocacy 100% • 	
Investigation	<ul style="list-style-type: none"> • Implementation of a baseline fifty % 	
sustainability	<ul style="list-style-type: none"> • Guaranteed internal sustainability. 70% 	
advocacy	<ul style="list-style-type: none"> • institutional conceptualization of political and social impact 100% • 3 regional teams build and implement its plan advocacy for the enforcement of rights. 100% • regional teams trained in issues of political and social impact. 75% 	

6.2.5. Groups benefit most from project implementation

a list of the most benefited groups and the extent to which one could observe a qualitative change in them relying on document analysis and examination based on interviews, focus group meetings and consultations is presented.

Table III. Benefit relationship between groups and changes observed in these groups.

GROUPS BENEFITED	BENEFITS AND CHANGES ARE ESTABLISHED
participating churches	Accept and identify with a political theme and develop it from the Bible responding responsibly to the problems being experienced within the Church and its location with respect to human rights.
participating organizations	Strengthen its image and credibility in your area. Recognition by other public and private agencies to work together, achieving greater social projection
Local volunteer	Increased knowledge of the instruments and mechanisms of defense on Human Rights. Exchange of experiences with other / as related to human rights

teams	professionals. Acquisition of skills related to human rights. Increased knowledge of the local reality in which they live.
Women and children / as	Acquisition of knowledge of what human rights are. Acquisition of mechanisms to defend their rights. Greater possibilities of access and influence justice through civil society organizations and institutions that defend human rights. Modification of personal attitudes and family for a respectful and peaceful coexistence. Protocols improve prevention and protection from violence in schools.
mens	Articulation of a formative, spiritual and theological process with consistent men on base a model of masculinity based on Jesus as a practitioner of nonviolence and peacemaker through meetings of men from different churches in regions such as a difference that It has about the role of men related to male chauvinism or patriarchy.
Victims of the internal armed conflict in the country.	Creating a leadership group participating churches formed with new capabilities to receive healing through various victims of social and political conflict in the country actions.

For those interviewed, the most benefited groups in order from highest to lowest, were:

- a) women,
- b) children / girls,
- c) churches and organizations,
- d) the men,
- e) victims of the internal armed conflict;

The effects were achieved:

- a) Better understanding of what are human rights, training, appropriation of procedures and methodologies;
- b) incorporation of Human Rights based approach;
- c) Public policy advocacy, access to justice.

6.2.6. Extent to which reached the most vulnerable groups in each participating region.

The project during implementation and largely along its historical prioritizes work with volunteers from each region as multipliers developed their activities with vulnerable groups in their human rights people.

According to the opinion of interviewed staff about vulnerable groups reached by the actions of the project, state that the principal is the women followed by children / as, men and finally the victims of displacement by the internal armed conflict in Colombia.

Table IV. Relationship among vulnerable groups, working cattle and scope of the actions of the Human Rights Project.

Vulnerable group	Organizations and / or networks	Scope of actions
Women	<p>Mencoldes</p> <p>Hands with Hope Foundation</p>	<p>Responsible sexuality. Conflict resolution couple and family Strengthen participation and routes of legal action defense of Human Rights.</p>
Boys / Girls	Red Viva, SURA	<p>Addressing child abuse and sexual abuse Incorporating human rights education in the curricula. Courses violence prevention in education</p>
Afro-descendant groups	<p>Afro House Aiku, the Mayor of Cartagena, the University Libre, Cartagena Headquarters, ethnic Program. Program of the United Nations, UNDP</p>	<p>Accompanying Afro-descendant of the village of Bayunca, systematic under their individual and collective rights violations and breaches of international humanitarian law community.</p>
Victims of the internal armed conflict	<p>JUSTAPAZ Hands with Hope Foundation valuable in the hands of Jesus and Community Transformation Project for Peace women. GemPaz (ecumenical group of women peacemakers) USIP (United States Institute of Peace)</p>	<p>Learn to grow, live and share</p> <p>Community Transformation for Peace project.</p> <p>Women creating conditions for reconciliation</p> <p>psychosocial care of victims.</p>

6.2.7. Involvement of actors under management and project activities.

The assessment analyzed the Annual Operational Plans and Annual Reports Project, whose design reflects poorly description of the numerical data necessary to indicate the participation of the beneficiary population as both scheduled reached at the end of the year; interviews and documentary analysis allowed building the following information chart relevant project activities and some data on the participation of stakeholders in the various activities.

Table V. Stakeholder participation foreseen in the project activities.

(It is important to highlight the participation in every major project activity, unfortunately no systematic record of it takes, so only those activities where no quantitative data are described)

2008-2011. ACTIVITIES	PARTICIPATION
Training and monitoring meeting for pastors ministry leaders in each regional.	It was held at the regional meeting in Costa, Antioquia, Bogotá, and in Ipiales where participated pastors, leaders of children and women leaders, training on how to campaign against child abuse and child abuse. Total participants: 120 leaders-pastors.
Training for project staff. Three-day course in which deepens on the issue of human rights	The course was held in Cundinamarca, Antioquia and Costa, where the subject tracking cases, care routes and networks that the State provides care for abused women and children are strengthened. National Assistance Total: 147 employees and teachers of social projects
Training users and families	Parent workshop users Colegio de Potosi, Bogota, Medellin and CEIP in BELIEVED, Monteria, addressing issues such as positive parenting, conflict resolution, and rights of children. Total National Attendance: 175 Parents and users of social projects.
Development of Web Page	The website was installed on the network and is updated regularly according to events and project information.
Creation of the Center Crisis Pact Hope Foundation, Bogotá	I was enabled, equipment and contract par 3 professional operation of the House of Refuge The shelter has attended 9 women and 18 children (Children of women).
scholarships for	12 people were given grants nationwide in the careers of Law,

participants of interdisciplinary project teams in each regional.	Psychology (3), Pedagogy Reeducational (1), Education for Multimedia (1) and Specialization Specialization in Human Rights (1) and consulting expertise Family and Social Networking (1), Specialization in sex Education (1) and the diploma Managers Paz (4).
Building networking	Each regional volunteer team built one (1) directory support networks and institutions to provide appropriate assistance in case of a woman abused children. new contacts were established and contacts with NGOs, and churches were consolidated. Total Local Networks: 16 new regional networks.
APC organizational development	Training in accounting for all staff Language training - English

2012-2014. ACTIVITIES	PARTICIPATION
Accompaniment and Intervention	<p>And psychotherapeutic care and legal advice, to cover the issue of enforcement and recognition of rights in children, adolescents and women.</p> <p>56 cases culminated psychotherapeutic process, 34 cases were closed by absence, 29 cases closed by default, 4 attended by psychological assessment and 6 cases were still in progress at year's end.</p> <p>At the legal level 73 queries which 78% corresponded to females and the remaining 21% were males were treated.</p> <p>Development of the educational program of good treatment involving a specialized social organizations and Sunday schools team.</p> <p>-development program sexuality "Felix and Susana" for schools in Bogota, Medellin and Barranquilla.</p> <p>-school Parent Antioquia "Educa not hit" Parents of children and youth Let Parces.</p> <p>-Training in each region with the core group of churches and organizations regarding Human Rights and Gender Children (monitoring methodologies).</p>
	<p>Each regional approximate group of participants was between 10 and 15 volunteers trained.</p> <p>Different teams had different regional group meetings, they used the methodology "Learning by doing" in the construction of their projects, using the P & B format.</p> <p>First workshop in Cundinamarca AVA is performed. Activity supported the</p>

<p>Training and qualification</p>	<p>"spreading of justice."</p> <p>A workshop was provided with the participation of the Regional Team Bogotá under the Congress of Women of the Church's Covenant where 100 women participated.</p> <p>Camp at the National Women's Covenant workshop was facilitated by the methodology "Mending the Soul", with the participation from 140 women.</p> <p>Each regional approximate group of participants was between 10 and 15 trained volunteers (60 to 75 volunteers)</p> <p>Workshop with the participation of the Regional Team Bogotá under the Congress of Women of the Church's Covenant where 100 women participated.</p> <p>Camp at the National Women's Covenant in 6 to 7 October 2012 a workshop was facilitated by the methodology "Mending the Soul", with the participation of 140 women.</p> <p>in Antioquia two meetings of AVA cells in Itagui El Shaddai Church and, Yire Covenant Church Foundation competent women, and two members of the Foundation Seeds of Love and Hope (11 women participated in the cells) were worked.</p> <p>Ipiales (Nariño) Regional project: "There is still time" performed the accompaniment teenagers (40) of the Renacer Church and internal (40) and internal (30) Ipiales Prison in strengthening their self-esteem by building and monitoring project life.</p>
	<p>the virtual course: The role of the church in conflict transformation, where 19 students graduated.</p>
<p>Incidence</p>	<p>3 workshops to train regional teams on Advocacy Formulation 3 Advocacy plans Implementation support 3 Advocacy plans</p>

The table shows that in almost all the activities planned, the project achieved a high participation in the activities promoted.

In the fieldwork information on attendance at meetings convened by the project in different localities received, with these results:

- As for the participation of the population, 80% said it was maintained for the duration of project implementation in their locality and were very few people who stopped attending.
- an increase in attendance of local people at community meetings where issues on community issues such case Bayunca Regiment were treated was evident.
- At the beginning it was low participation of men, but it increased as they were understanding about it.

The evaluation considers the project achieved very good effectiveness to achieve important results in those areas that contribute more directly to the desired impact.

6.3. EFFICIENCY

6.3.1. Main activities for achieving the objective of the Project.

Assessment, combining the information reflected in the Operational Plans in annual monitoring reports, and records made the following analysis of the main activities implemented to achieve the objective of the project:

ACTIVITY	REACHED
Training workshops on human rights for women	100%
Conducting meetings on human rights issues with Men 3 regions	100%
Design and operation of virtual course on the role of the Church in	100%
Support for the formulation and implementation of Human Rights Initiatives	100%
Material and audiovisual editing tools on Human Rights and Advocacy	100%
Dialogue with churches on their role to demonstrate the violation of human rights in their congregations.	90%
Providing college scholarships to encourage volunteers / ace and project staff.	80%
Teaching churches and partner organizations to establish relations of coordination with local entities working the issue of human rights.	75%
Training workshops on human rights for children / girls	70%
Workshops human rights training pastors and church leaders	70%
Training workshops for community leaders in Advocacy	70%
Training for the formulation and implementation of initiatives on Advocacy.	70%
Motivation churches in the participation of the current socio-political situation of the country for his conciliatory role in the search for peace in the country.	70%

Motivation churches and church leaders on gender equality	60%
Motivation men on gender equality	60%

Based on the information received and obtained documentary evidence, the evaluation considers that the activities and the results thereof were carried out by an average of 81%, giving its greater emphasis on the years 2008-2013. From this period, activities were down due to the reduced financial resources affecting the constant visits of the project team to the regions, support for volunteer teams and some local initiatives were discontinued.

6.3.2. Cost benefit relation.

It has been found that the relationship between compliance activities and resource investment made, has been adequate, reaching the products specified in project formulation.

In addition it was found that besides the contribution from the Norwegian donor entity, APC manages for some of its local contribution monetary activities entering as part of the annual budget of the project.

While efficiency in project implementation is assessed as satisfactory overall, the component of Education and Training in Human Rights stands out above the others, because in them very sparingly activated.

In Advocacy even if it has an approved 2017, with the departure of the professional responsible budget execution is suspended, pending the close of this initiative. It was pointed out by management APC budget adjustments were made in August this year.

The analysis of the annual budget execution according to respondents accounting records and information provided by the Contadora and proofreader APC reflect the state income budget requested and approved by the donor Norwegian Agency and total expenditures expressed in local currency (Colombian pesos).

YEAR	REQUESTED BUDGET	EXPENDITURES	BALANCE
2008	245,827,077.00	217,892,623.00	27,934,454.00
2009	316,816,525.00	321,928,166.00	(5,111,641.00)
2010	211,104,438.00	204,351,760.00	6,752,678.00
2011	239,607,974.00	239,879,330.00	(271,356.00)
2012	295,700,656.00	302,814,118.00	(7,113,462.00)
2013	202,999,268.00	221,969,796.00	(18,970,528.00)

2014	218,072,533.00	228,457,706.00	(10,385,173.00)
2015	236,685,648.00	257,272,997.00	(20,587,349.00)
2016	230,346,839.00	250,706,399.00	(20,359,560.00)
TOTAL 2008-2016	2,197,160,958.00	2,245,272,895.00	(48,111,937.00)
2017	261,232,670.00	110,983,212.00	150,249,458.00
	2,458,393,628.00		
	LOCAL INCOME:		
YEAR	ENTRY		
2008	-		
2009	1,800,000.00		
2010	1,117,500.00		
2011	800,000.00		
2012	3,490,000.00		
2013	10,000,000.00		
2014	15,000,000.00		
2015	9,000,000.00		
2016	7,723,306.00		
2017	3,000,000.00		
TOTAL	51,930,806.00		

Financial reporting in the annual local income received by APC concept are shown sales service, contributions from other organizations and individuals with which complement the annual budget. In that same income, but in 2012 the income report is displayed for bank interest in respect of 13,401 Colombian pesos, in other years this record does not appear.

In financial reports for the period 2009-2012 budgets and expenditures are recorded Tabita House:

HOUSE TABITA			
YEAR	APPROVED BUDGET	EXPENDITURES	BALANCE

2009	98,318,747.00	98,390,638.00	(71891.00)
2010	77,645,550.00	89,495,537.00	(11,849,987.00)
2011	65,943,488.00	65,943,578.00	(90.00)
2012	66,076,606.00	68,086,228.00	(2,009,622.00)
TOTAL	307,984,391.00	321,915,981.00	(13,931,590.00)

Accounting is conducted in accordance with generally accepted accounting principles in Colombia.

Reception, classification and registration of accounting documents is recorded by the responsible accounting through an accounting software and recorded in the official reports and books that are presented in various private and government agencies that require them.

Reports Financial Statements and Tax Statements are made by the Contadora not before being endorsed by the Tax information Revisory Association.

During the implementation of local initiatives, the budget for each was approved by the Management of APC funding and delivery was made based on signed agreements. Disbursements were made on behalf of the account of the church or local organization or otherwise on behalf of a designated person. Churches and implementing organizations were committed to support with financial documents or receipts, which received funding passed internal accounting control APC.

According to information provided by the project management, funding provided to the regions for the implementation of their initiatives ranged between two and four million Colombian pesos, according to the coverage and the nature of the project presented.

In the case of Barranquilla and Bogota regions and according to the agreement they had before the evaluation, I assign a higher amount (28 million Colombian pesos).

The region of Medellin, a particular situation, even if already approved the sum of 28 million Colombian pesos, was presented this region desisted from implementing its initiative not agree with some of the clauses of the contract, even so and to keep the relationship with this region, they were given the amount of 6 million Colombians to implement less initiative pesos.

It is important to highlight the lack of clarity in the designation of regions and provide financial support, which was possibly a contributing factor to jealousy and distrust among the other members of the FIPEC organizations and churches.

The Covenant Colombia Association has not made him an external audit since its inception to date, has only conducted external audits of specific projects, so that for purposes of feedback and have procedures that allow to better reflect transparency in the

makes good use of financial resources, it is desirable that a comprehensive external review of its financial movements is practiced.

6.3.3. Human resources earmarked for implementation of activities.

APC equipment is relatively small and the project has only 3 people in charge: Director, Assistant and Head of Advocacy. The understaffed limited by the constant presence in the regions to give the necessary support,

The project team is supported by the regional local teams made up of volunteers from the town who assume the responsibility for the implementation of project activities as both the initiatives were approved them.

6.3.4. Monitoring system implemented to measure the extent of the results.

On the recommendation of the intermediate external evaluation carried out in 2012, a professional was hired to conduct a monitoring and evaluation system, which was implemented by the team and socialized among different local regional teams.

This system was not well accepted by some of the regional teams, to the extent that one of them (Medellin) chose to withdraw from the project and manage on its own initiative.

In light of that obtained in interviews and conversations evaluation, it was verified that the system ceased to apply because of lack of staff in the team responsible for project implementation APC, which is evident in the formulation of plans and annual operational reports where there is a total absence of a system to monitor and evaluate activities of the annual operating plan for proper feedback from it.

While APC has met the requirements of the Norwegian donor entity, with respect to the delivery of annual reports, shortcomings were detected in the Monitoring and Evaluation System, such as:

- Some indicators leave ample room for interpretation and discretion to measure their achievement.
- Lack of indicators that account for the transversal perspectives as Gender, Advocacy, role of the Church in peacebuilding, networking.
- The lack of indicators aimed at measuring the quality of actions hampers rescue lessons learned and successful experiences.
- Absence of systematic monitoring of implementation of activities and particularly quantitative levels and indicators of compliance and product effect.
- Difficulties track impact in the short, medium and long term events and training Project.
- Poor and little fluid interaction with regional triggers a lack of overall progress of the project at different locations.

- Lack of qualitative measurement tools generated effects on the beneficiaries of the project.
- Nonexistence of a computer support -software- to support and improve the work of Monitoring and Evaluation.
- An organizational culture not geared to regular monitoring of the actions for failure to implement the existing tool and / or ignorance of the existence of systems Planning, Monitoring and Evaluation demanding and efficient.

6.3.5. institutional capacity to implement the project and the ability to react to unforeseen demands.

It is noteworthy that the operational structure of APC and therefore the project team, has had adjustments throughout the execution in recent years.

The organizational chart that appears in some documents, does not correspond at present operational structure created and consequently drawing the organizational chart is not entirely clear for some / as members of institutional and regional staff, although it is clear under the testimonies collected, the functions each / a play.

The fact remains that in the period of execution of the project, measures were taken by the donor Norwegian entity aimed at reducing the budget, so there was a reduction in staff and expenses visit to accompany the teams different regions.

Notwithstanding the foregoing and despite the budget reduction, APC has institutional management and response capabilities required to support the implementation of social initiatives of churches and partner organizations. These qualities are due to the staff, characterized by a good level of excellence, commitment and professional knowledge, the flexibility to perform different functions and management capacity both at headquarters and in the regional.

6.3.6. The relationship between APC and its allies to fulfill results

One of the strengths of the project and APC is the ability to establish good inter-institutional relations and its convening, and this feature contributes largely determines the success and achievement of results.

It was found that there are periodic instances of dialogue with other organizations working for respect and observance of human rights. This relationship in several cases is led by APC and supported by its Board of Directors as well as the FIPEC.

In the regions, teams and church leaders as well as participating organizations maintain relations with both state agencies and non-governmental according to the theme of your local initiative. Interaction at this level is considered essential to ensure continuity driven processes, particularly those relating to regions currently implementing plan Advocacy.

In summary, the assessment estimates as very good efficiency in the implementation of project activities,

6.4. IMPACT

6.4.1. Project contribution to strengthening APC.

The project allowed to make visible to APC in the regions where he recognized his ability to position the issue of violence, the rights of women and gender equality in different ways.

His staff has been professionally training which strengthens the institution.

APC is actively involved in networks of public and private entities which plays a leading role by publicizing what the churches the Covenant on civil society and government entities.

The project has given the APC team experience and knowledge of social project management and accountability.

6.4.2. Project contribution to the empowerment of participating churches and organizations.

Being direct executors of the project in their respective regions, the church assumed the defense and promotion of human rights in itself and as part of its social commitment.

To lead the project, the church has a community church positioning and for this subject, secondly, participates in alliances with other religious and non-religious actors to intervene in the defense and promotion of the rights of the most vulnerable groups such as They are women and children.

Recovery of historical memory helped develop a sense of self-criticism and posing looking past today's agenda with a view to the future with social commitment to the current social and political situation of the country.

Through the implementation of the project, the church is a promoter and consciousness of human rights around the neediest, it is not paralyzed in the experience of a mystical spirituality that has little or nothing to do with Christianity. The church as a major player in the project, promotes and monitors compliance with human rights and uses his prophetic voice of denunciation where these rights are violated, regardless of race, color, political, nationality.

As for the partner organizations participating APC, its projection and increased social credibility, gaining knowledge, skills to promote the defense of human rights; its relationship with other public bodies and private gain, which allows a strengthening of their organization.

6.4.3. Project contribution to the empowerment of women in the participating regions.

The empowerment of women is a strategy that seeks to transform the structures of domination in all areas: legislative, educational, institutional and all that instance, whether public or private, in which prevails a male domain. One way to facilitate empowerment is to increase the equal participation of women and men in all processes.

To achieve the empowerment of women must not only have equal capabilities, access to opportunities and enjoy security, but also must have the means to do so and thus be able to make choices and decisions about their living conditions. The essence of the concept of women's empowerment lies in the ability they have to control their own destiny. Consequently, empowerment is greater than the sum of the parts that make up the gender equality, despite achieving equality among them is the critical step in this process.

The phenomenon of violence against women, girls and children, and gender inequality are two conditions of backwardness and the gradual impoverishment afflicting the communities where large numbers of women recognize living a situation of domination, submission seeing abuse and exposed to a hostile world of discord, which does not recognize the dignity of women and let alone their rights. Although the worldview of some women still persists against sexist and violent cultural patterns that dominate their environments and that since the project has been working knowledge of what are human rights and defend them, their impact does not affect the total breakdown of prevailing cultural patterns in the participating regions such as the dominance of men over women,

"We are privileged to have the opportunity to learn, grow and value ourselves as women"

"As a Sunday school teacher, my knowledge on Human Rights is me useful to teach children and their parents"

"This learning has been useful to me in my personal, family and community life. The AVA methodology helped me overcome my fears "

"Before I thought: I'm not doing anything for me this does not happen, now I say, now no longer allow"

"Before I was a woman full of insecurities and fear, but through what I received here at the church, have overcome, I resigned, I recognized my role as a woman"

"We worked in coordination, we must recognize that it is positive: it is a very positive project that helps low-income women who have been victims of violence and even the reintegration of these women into society because they give lectures and courses and all this for free "

"Now the Church gives priority to victims of violence"

"I've always been in constant talks, motivations, courses, campaigns against violence, as it makes its presence felt in coordination with other institutions, especially representing the issue of domestic violence or gender it is also a problem public safety, and is also a great contribution "

"Personally, values much was discussed, see and recognize that if we are worth and are important ones When I started, my self-esteem was at rock bottom and support us in the group is a strength. He took me to socialize, because I lived under that sentence, but it was my reality, I now feel well motivated "

"Women recognize as learning to interact with others, to rescue my family, to acquire knowledge. And today I can face my fears, I could put a stop to violence and I feel free and independent. "

The project has helped to break the barrier of silence of children and women that existed both within the Church and in the community, allowing the possibility of recognition of the dignity of women to be effective, and in turn is effective too, the recognition of the skills that have communities to transform their own terms.

The new enhancement that women have of themselves, has not meant that power relations between men and women are no longer unequal and dependence of wives concerning their husbands continue to be one of the causes for women silence suffer abuse.

However despite having made significant changes, such as those already exposed, awareness achieved by the project implementing team and commitment are at the discretion of this evaluation, assurance that soon could begin to see changes in relations between men and women who sought to achieve through the project evaluated.

6.4.4. Project's contribution to gender equality.

The project approach provides a conceptual framework that considers the constituent and implicit human rights for men and women both from the regulatory point of view to be based on international and national legal statements and from the operational point of view when addressing promote, protect and human rights effective in men and women.

In the Project equality between women and men and non-discrimination inherent in the concept of human rights, and it is not possible to speak of them without considering the gender perspective which plays a key role in training on equality and non-discrimination in access and enjoyment of rights.

Incorporating this approach should mean a shift not only in actions but in the proper analysis of the problem by churches and partner organizations APC, as well as project identification and design, formulation, implementation and evaluating them.

6.4.5. Extent to which the project contributed to the advocacy of APC, churches and organizations involved.

The evaluation considers of utmost importance the beginning of the implementation of the initiative Advocacy derived from training on Human Rights that the project provided during the years of execution which laid the foundation for the participating population to move to this level of participation .

Among the achievements during the short time of realization that this initiative takes, it can be mentioned that the team of APC, regional teams and leaders of organizations known what it means to participate locally in advocacy as the process to strengthen possibility for citizens to exercise a direct role to create synergies where participate based on their legitimacy and share power they have to influence public policy.

So that you can not talk about that advocacy is done from APC or participating churches and organizations, because only a first part of the process was completed.

The evaluation considers that the assessment of impact of this project is very good considering both produced immediate effects, as the conditions were created to achieve in the medium term a significant improvement in knowledge and practice of defending human rights.

6.5. SOSTENIBILIDAD

6.5.1. Trends for the benefits of the intervention after removal of foreign aid are maintained.

Although one of the project components is both internal and external Project Management during the execution, no actions in this component were made, so any sustainability strategy was not made for it.

As recognized that the sustainability of the project is not fully guaranteed as required to continue to receive external funding to successfully processes being developed they are consolidated and instituted.

The likelihood that the benefits remain in the subjects of law is quite high to be an educational project. In addition, the strategy is oriented methodologies applied to the expansion of knowledge to more people and families, achieving a multiplier effect and permanence in time.

The intervention is invaluable, giving back to women the ability to dream and live laesperanza priceless.

Confidence, positive attitude and high self-esteem achieved in the project participants, whether they are sustainable because they relate to attitude, to value, to maintain the dignity that was lost, these achievements of the project if they have the necessary solidity to endure over time.

The need for continued financial support is based equally on lack of state attention to the phenomenon, improvisation apparatus in the public services and lack of vision against the need to co-finance Community Initiatives.

The evaluation considers that the results achieved by the project contribute to strengthening the sustainability of APC, churches and organizations participating, although they face challenges that go beyond the objective proposed by the project. However, considering the project in the context of different initiatives, some lack of sustainability for continued execution.

CONCLUSIONS.

general:

The participation of the El Pacto-church in implementing the project evaluated has given the opportunity to spell out that any violation of human rights, no matter who is committed, is an action contrary to the will and sovereignty of God and as such it must be reported to be corrected. It is the first social space where it is practiced and you can breathe peace, solidarity, love and justice. It is a place where believers are formed, empowered to exercise citizenship in a responsible manner.

APC is a reference institution level Bogotá for his career working on Human Rights that allows you to have a capacity to call, with team that combines individual expertises, good capacity for teamwork and a high level of commitment to the institutional mission.

The project evaluated provided a stable operational framework for the implementation of the main line of work APC.

During the period of project execution intermediate external evaluation whose recommendations implemented positively reoriented project implementation they were made.

The line of action or greater weight component in the implementation was the Education and Training on Human Rights. Training processes encompassed a number of participants and geographical coverage of Colombia.

After the evaluation process carried out, which is worth mentioning were a criterion of evaluation the main aspects that should improve APC are:

- a) development of its strategic plan;
- b) the sustainability of their actions, their monitoring and internal evaluation;
- c) gaps in its internal and external communication;
- d) your system registry of their activities and benefit from their actions;
- e) weakness in managing the logical framework in the presentation of their projects;
- f) strengthening of its Board of Directors to assume the role it deserves in the implementation of social initiatives FIPEC.

RELEVANCE.

The objectives and strategies used in implementing the project evaluated are adapted to the current situation and the regional agenda of Human Rights.

From the perspective of the logical framework approach, the formulation of the Project during the period 2008-2011 did not start from an analysis of problems vs. solutions, or a plan that clearly indicate the relationship between goals-effects-products.

As for the design of the logframe from the period 2012-2017, shortcomings, such as the ambiguity in formulating objectives, indicators by component, the absence of information on target population, period, quantity and / or quality of achievement were detected and the lack of indicators to measure the inclusion of crosscutting perspectives during execution. The design of annual project plans does not indicate the form of evaluation.

EFFECTIVENESS.

The overall level of achievement of results based on the level of compliance activities is very good particularly in the Education and Training component. In his order they followed indicators of regional plans Advocacy.

Groups benefit most from the project implementation were:

- a) the churches;
- b) implementing organizations;
- c) and female participants.
- d) On a smaller scale are children / as and men.

The main benefits obtained by these groups were:

- a) Creation and strengthening of local volunteer teams;
- b) Increased knowledge and skills related to human rights and implementation of plans to prevent violence in personal, family and community level;
- c) Increased knowledge for the defense of Human Rights;
- d) Greater understanding for the exchange of experiences with other organizations and / or professionals related to human rights;
- e) Advocacy knowledge.

Project actions indirectly reached more vulnerable groups relying on multipliers, the main effects noted: observation of access to the right to health of women; access to procedures for the defense of the rights of indigenous peoples; developing manuals access to justice for vulnerable groups or the mainstreaming of Human Rights and Advocacy in local initiatives.

IMPACT

The project has helped to break the barrier of silence children and women both in the Church and in the community, allowing the possibility of recognition of the dignity of women to be effective, as well as recognition of the capabilities that have communities to transform their own terms.

The main effects perceived in / participants in the training process are:

- a) greater knowledge of APC and churches on the situation of human rights in the region;
- b) acquisition of skills for the use of instruments concerns generation to continue their training in human rights;
- c) networking with other organizations both from APC, as organizations in the regions.
- d) Operation of Virtual Diploma is a great opportunity for people to acquire knowledge

EFFICIENCY.

In the relationship between results obtained and invested resources, it can be said that most of the effects and products have been achieved with the resources provided in the operational and financial planning.

The monitoring system is one of the main areas for improvement by APC, where the main shortcomings identified are:

- a) the absence of systematic monitoring of implementation of activities and levels of compliance indicators; not performing monitoring the impact of actions -fundamentally training processes;
- b) nonexistence of a baseline for measuring the progress of the intervention;
- c) the lack of a software that facilitates the work of monitoring and evaluation.

Another positive element is highlighted APC: inter-institutional relations handled properly this factor contributes significantly to the success of the intervention.

SUSTAINABILITY.

The processes that have a high possibility SUSTAINABILITY are:

- a) The virtual course;
- b) Advocacy work of some of the organizations with initiatives, comfortable Fundacion Esperanza in Bogotá Pact and the group of women community leaders Bayunca in the regional Cartagena.
- c) There is an adequate level of appropriation of procedures and methodologies in partnership between organizations, as well as the educational and audiovisual tools developed during the project implementation.
- d) APC has undertaken a process of significant institutional restructuring to reduce costs and ensure sustainability of the minimum operational structure necessary for its operation.
- e) Although APC does not have a strategy SUSTAINABILITY, they highlight the adequacy of the administrative management of the new financial landscape, strengthening ties with local governments and partner institutions, the contribution of interns, the contribution of Norwegian missionaries.
- f) Regarding the wider range of donors, in a context of contraction of international cooperation and prioritization of other geographical areas, APC has made efforts to obtain funding for another project always related to human rights but should develop these relations for a stable pool of donors that would not depend exclusively on a donor for the implementation of institutional mandate.
- g) Regarding transparency and accountability from the regional headquarters a better and more timely access to information and greater participation in decision-making demand.

FINAL RECOMMENDATIONS.

A FIPEC.

Recognize and support APC as the implementing organization of social projects of its partners.

The Board of Directors of APC

Strengthened as a collegial body responsible for directing, direct, lead and sort the destinations of the association and trained to meet their strategic, tactical role, executive, evaluation and control.

It is recommended that a comprehensive external audit APC to feed back the internal procedures of accountability. This is based on APC undertakes various projects with different funding sources and in compliance with the guiding principle of NORAD "Zero tolerance for corruption" as well as strengthening institutional transparency of APC. Not the same conduct an external audit of a project that performed by the entire institution, also for the purpose of managing projects to other external donors, this is a fundamental requirement that APC must count.

It is recommended to create or select a computer support and coordination mechanism (coordination meetings, annual evaluations, etc.) that improves communication between regions, facilitating timely access to information generated in each and actively incorporate them into making strategic and operational decisions.

The Covenant Colombia, APC association.

Strategic Framework and Plan.

Perform evaluated for a long period Project, APC has generated institutional strengthening, credibility and experience in the field of Human Rights worked from the church. This strengthening lays the conditions to develop a strategic plan aimed at defining a framework for joint action and cooperation with FIPEC in areas such as management and fundraising, identifying priority issues and areas for APC. Have a strategic plan is a priority for APC.

It is recommended to prioritize work on the axes and actions in which APC present greater expertise, leadership and legitimacy, considering its human capital, operational capacity, regional needs and build alliances with other expert organizations in specific target groups and actions.

It is recommended to explicitly include cross-cutting perspectives in all axes and actions as well as develop different coping strategies for group rights holders and incorporate and / or dealing with stronger emerging issues in socio-political agenda of the country.

The extent of economic possibilities, should consolidate an organizational structure recognized by all / as, that allows decompressing the multiple tasks of some current pictures, improve the quality of activities and monitoring, create fluent communication channels and have clarity in responsibilities and relationships of dependence and administratively -technical each charge.

Design new intervention from the logical framework approach.

The design of the new document project formulation must have a preliminary analysis of the problems you want to address and the solutions posed to address them, this work should be done in a participatory way between APC staff and

Board of Directors. The choice of the central problem you want to address must be credible, there must be logical and hierarchical consistency in relations "cause and effect" deployed among the trees of problems and solutions and finally the selection of alternative solutions to the problems should be accurate.

It is recommended to build a baseline that has initial, final and temporary compliance indicators. They should be contemplated indicators, products, processes and impact.

Throughout the planning process must participate churches and / or organizations that carry out the project.

Strengthen monitoring strategic and operational plans of the regions, through strategies more rigorous, constant accompaniment, and recording media that constantly allows them to groups know what they are going, how they're going, what they need and thus is achieved stimulate the achievement of the goals. It should review and implement the system of monitoring and evaluation that account.

Virtual audiovisual material and diploma.

APC has valuable audio visual material suggests promoting among its partner organizations. The online course is recommended to continue.

The evaluation had access to printed and audiovisual material that was very well prepared during project implementation, such as:

- Passbook "key capabilities for the faith community and Restoration".
- "Primer for Human Rights Education"
- "Tale of Tomasa and Hannibal"
- Pamphlet on "Human Rights, Childhood and Gender"
- Brochure "Because they are hoping"
- Passbook "VI Exchange of Experiences, Medellin"
- "Cozy and Healing Church"
- Passbook "Second Meeting of masculinities from Jesus; nonviolence and contribution to peace "
- Training video about the initiative "New Masculinities"
- Video Advocacy Training

Sustainability.

You must have a sustainability strategy aimed at implementing related fundraising activities, namely:

- a) Diversification;
- b) Acquisition and retention of donors;
- c) joint resource mobilization with other organizations;

d) and the development of a portfolio of institutional services for distribution and sale, among other functions.