

**CERTIFICACION
DEL REPRESENTANTE LEGAL
Y EL CONTADOR DE LA ORGANIZACIÓN**

Medellín, Febrero 24 de 2026

Los suscritos Representante Legal y Contador de Pact Inc., certificamos que los Estados Financieros, al 31 de diciembre de 2025 y 2024, han sido fielmente tomados de los libros y que antes de ser puestos a su disposición y de terceros hemos verificado las siguientes afirmaciones contenidas en ellos:

- a) Todos los activos y pasivos, incluidos en los Estados Financieros de Pact Inc. al 31 de diciembre de 2025 y 2024, existen y todas las transacciones incluidas en dichos estados se han realizado durante los años terminados en esas fechas.
- b) Todos los hechos económicos realizados por la Pact Inc. durante los años 2025 y 2024, han sido reconocidos en los Estados Financieros.
- c) Todos los elementos han sido reconocidos por sus valores apropiados, de acuerdo con los principios de contabilidad generalmente aceptados en Colombia.

Todos los hechos económicos que afectan a la Pact Inc. han sido correctamente clasificados, descritos y revelados en los Estados Financieros.

Catalina Rocha
MARÍA CATALINA ROCHA LAVERDE
Representante Legal
C.C.52.432.909


MÉRIDA J. ORTIZ PADILLA
Contador Público
TP: 169943 - T



PACT INC
NIT 900.666.624-9
ESTADO DE SITUACION FINANCIERA
(EXPRESADO EN MILES DE PESOS COLOMBIANOS)
PERÍODO TERMINADO EL DICIEMBRE 31 DE 2025

	NOTA N°	AÑO		PARTICIPACIÓN		VARIACIÓN 2024 - 2023	
		2025	2024	2025	2024	\$	%
ACTIVO							
Efectivo y Equivalentes de efectivo	4	29.179,00	393.537,00	100,00%	98,07%	(364.358,00)	-1248,70%
Anticipos y Avances	5	-	-	0,00%	0,00%	-	N/A
Cuentas por Cobrar Empleados	6	-	188,00	0,00%	0,05%	(188,00)	N/A
Deudores Varios	7	-	7.556,00	0,00%	1,88%	(7.556,00)	0,00%
TOTAL ACTIVO CORRIENTE		29.179,00	401.281,00	100,00%	100,00%	(372.102,00)	-1275,24%
Activo por Impuesto Diferido		-	-	0,00%	0,00%	-	0,00%
TOTAL ACTIVO NO CORRIENTE		-	-	0,00%	0,00%	-	-
TOTAL ACTIVO		29.179,00	401.281,00	100,00%	100,00%	(372.102,00)	-1275,24%
PASIVO							
Obligaciones Financieras		-	-	0,00%	0,00%	-	N/A
Proveedores	8	-	-	0,00%	0,00%	-	N/A
Cuentas por Pagar	9	20,00	1.930,00	0,02%	0,17%	(1.910,00)	-9550,00%
Impuestos, Gravámenes y Tasas	10	1.735,00	48.104,00	2,14%	4,15%	(46.369,00)	-2672,56%
Beneficios a empleados	11	7.328,00	324.152,00	9,05%	27,95%	(316.824,00)	-4323,47%
Ingresos recibidos por anticipado	12	33.389,08	-	41,21%	0,00%	33.389,08	100,00%
Otros Pasivos		-	-	0,00%	0,00%	-	N/A
TOTAL PASIVO CORRIENTE		42.472,08	374.186,00	52,42%	32,27%	(331.713,92)	-781,0%
PASIVOS LARGO PLAZO							
Beneficios a empleados	13	38.542,00	785.533,00	47,57%	67,73%	(746.991,00)	-1938,12%
Pasivo por Impuesto Diferido		-	-	0,00%	0,00%	-	N/A
TOTAL PASIVO NO CORRIENTE		38.542,00	785.533,00	47,57%	67,73%	(746.991,00)	-1938,1%
TOTAL PASIVO		81.016,08	1.159.721,00	100,00%	100,00%	(1.078.704,92)	-1331,47%
PATRIMONIO							
Capital Social		-	-	0,00%	0,00%	-	N/A
Revalorización del Patrimonio		-	-	0,00%	0,00%	-	N/A
Resultados del Ejercicio	14	706.602,92	444.119,00	-1363,12%	-58,56%	262.483,92	37,15%
Resultados de Ejercicios Anteriores	15	(757.710,00)	(1.201.829,00)	1461,71%	158,46%	444.119,00	-58,61%
Ajustes por convergencia a NIIF	16	(730,00)	(730,00)	1,41%	0,10%	-	0,00%
TOTAL PATRIMONIO		(51.837,08)	(758.440,00)	100,00%	100,00%	706.602,92	-1363,12%
TOTAL PASIVO + TOTAL PATRIMONIO		29.179,00	401.281,00	100,00%	100,00%	(372.102,00)	-1275,24%

LAS NOTAS QUE SE ACOMPAÑAN SON PARTE INTEGRANTE DE LOS ESTADOS FINANCIEROS

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 REPRESENTANTE LEGAL
 (Ver certificación adjunta)

Mérida J. Ortiz Padilla

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 CONTADOR PÚBLICO
 TP: 169943 - T
 (Ver certificación adjunta)



PACT INC
NIT 900.666.624-9
ESTADO DEL RESULTADO INTEGRAL Y GANANCIAS ACUMULADAS
(EXPRESADO EN MILES DE PESOS COLOMBIANOS)
PERÍODO TERMINADO EL DICIEMBRE 31 DE 2025

	NOTA N°	AÑO		% / INGRESOS		VARIACIÓN
		2025	2024	2025	2024	\$
Transferencia de Pact World Washintong DC a Pact World Colombia	17	3.655.988,92	9.186.555,00	100,00%	100,00%	-5.531
INGRESOS DE ACTIVIDADES ORDINARIAS		3.655.988,92	9.186.555,00	100,00%	100,00%	-5.531
Costos Operativos	18	(393.951,00)	(1.909.900,99)	-10,78%	-20,79%	1.516
GANANCIA BRUTA		3.262.037,92	7.276.654,01	89,22%	79,21%	-4.015
Gastos de Personal	19	(2.473.564,00)	(6.497.768,00)	-67,66%	-70,73%	-300.269
Gastos operativos	20	(78.517,00)	(323.703,00)	-2,15%	-3,52%	-236.513
GASTOS OPERATIVOS		(2.552.081,00)	(6.821.471,00)	-69,81%	-74,25%	-536.782
GANANCIA OPERATIVA		709.956,92	455.183,01	19,42%	4,95%	-876.611
EBITDA		709.956,92	455.183,01	19,4%	5,0%	-876.643
Gastos Financieros	21	(3.353,99)	(12.507,00)	-0,09%	-0,14%	5.137
Ingresos Financieros	22	-	1.443,00	0,00%	0,02%	2.065
EXCEDENTE ANTES DE IMPUESTOS		706.602,92	444.119,01	19,33%	4,83%	-869.400
AJUSTES DE CONVERSION		-	-	0,00%	0,00%	0
IMPUESTO A LAS GANANCIAS DIFERIDO		-	-	0,00%	0,00%	0
EXCEDENTE NETO	14	706.602,92	444.119,01	19,33%	4,83%	-870.130

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PACT INC
NIT 900.666.624-9
ESTADO DE CAMBIOS EN EL PATRIMONIO
(EXPRESADO EN MILES DE PESOS COLOMBIANOS)
PERÍODO TERMINADO EL DICIEMBRE 31 DE 2025

PATRIMONIO	NOTA	Capital	Ajustes por convergencia a NIIF	Resultado del Ejercicio	Resultado de Ejercicios Anteriores	Total Patrimonio
SALDO A 31 DE DICIEMBRE DE 2019		-	(730)	(282.908)	51.286	(232.351)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD DEL PERÍODO		-	-	215.893	-	215.893
TRASLADO UTILIDAD DEL PERÍODO		-	-	282.908	(282.908)	-
SALDO A 31 DE DICIEMBRE DE 2020		-	(730)	215.893	(231.621)	(16.458)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD / PÉRDIDA DEL PERÍODO		-	-	(1.556.805)	-	(1.556.805)
TRASLADO UTILIDAD DEL PERÍODO		-	-	(15.728)	15.728	-
REPARTO DE UTILIDADES		-	-	-	-	-
SALDO A 31 DE DICIEMBRE DE 2021	17	-	(730)	(1.356.640)	(215.893)	(1.573.263)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD / PÉRDIDA DEL PERÍODO		-	-	702.444	-	702.444
TRASLADO UTILIDAD DEL PERÍODO		-	-	(1.572.533)	1.572.533	-
REPARTO DE UTILIDADES		-	-	-	-	-
SALDO A 31 DE DICIEMBRE DE 2022	17	-	(730)	(2.226.729)	1.356.640	(870.819)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD / PÉRDIDA DEL PERÍODO		-	-	(331.740)	-	(331.740)
TRASLADO UTILIDAD DEL PERÍODO		-	-	(870.089)	870.089	-
REPARTO DE UTILIDADES		-	-	-	-	-
SALDO A 31 DE DICIEMBRE DE 2023	17	-	(730)	(3.428.558)	2.226.729	(1.202.559)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD / PÉRDIDA DEL PERÍODO		-	-	444.119	-	444.119
TRASLADO UTILIDAD DEL PERÍODO		-	-	(757.710)	757.710	-
REPARTO DE UTILIDADES		-	-	-	-	-
SALDO A 31 DE DICIEMBRE DE 2024	17	-	(730)	(3.742.149)	2.984.439	(758.440)
CAPITALIZACIÓN		-	-	-	-	-
PRIMA EN COLOCACIÓN DE ACCIONES		-	-	-	-	-
AUMENTO DE RESERVA LEGAL		-	-	-	-	-
UTILIDAD / PÉRDIDA DEL PERÍODO		-	-	706.603	-	706.603
TRASLADO UTILIDAD DEL PERÍODO		-	-	(757.710)	757.710	-
REPARTO DE UTILIDADES		-	-	-	-	-
SALDO A 31 DE DICIEMBRE DE 2025	17	-	(730)	(3.793.256)	3.742.149	(51.837)

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PACT INC
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ESTADO DE FLUJOS DE EFECTIVO
(EXPRESADO EN MILES DE PESOS COLOMBIANOS)
PERÍODO TERMINADO EL DICIEMBRE 31 DE 2025

	2025	2024
FLUJO DE EFECTIVO POR ACTIVIDADES DE OPERACIÓN:		
Utilidad/Pérdida neta	706.603	444.119
Ajustes a los resultados que no requieren utilización de efectivo:		
Depreciación	-	-
Provisión de Renta	-	-
+ Provisión Cartera		
+ Movimientos Patrimoniales		
Amortización Impuesto Diferido	-	-
Utilidad Ventas Activos	-	-
EFFECTIVO (UTILIZADO) GENERADO POR ACTIVIDADES DE OPERACIÓN	706.603	444.119
(Disminución) Cartera	7.744	19.471
(Aumento) Disminución Inventarios	-	-
Aumento (Disminución) Proveedores	-	-
(Disminución) Cuentas por Pagar	(1.910)	(1.557)
(Disminución) Ingresos recibidos x Anticipado	33.389	(1.153.087)
(Disminución) Aumento Impuestos x Pagar	(46.369)	(14.278)
(Disminución) Obligaciones Laborales	(316.824)	(84.435)
(Disminución) Obligaciones Laborales L/P	(746.991)	74.639
VARIACION CUENTAS OPERACIONALES	(1.070.961)	(1.159.247)
EFFECTIVO (UTILIZADO) GENERADO POR ACTIVIDADES DE OPERACIÓN	(364.358)	(715.128)
FLUJO DE EFECTIVO POR LAS ACTIVIDADES DE INVERSIÓN :		
Inversiones en propiedad, planta y equipo (Compras)	-	-
Venta de propiedad, planta y equipo	-	-
Activo por Impuesto Diferido	-	-
Pasivo por Impuesto Diferido	-	-
EFFECTIVO UTILIZADO EN ACTIVIDADES DE INVERSIÓN	-	-
FLUJO DE EFECTIVO DE LAS ACTIVIDADES DE FINANCIACIÓN		
Capitalización	-	-
Reparto de Utilidades	-	-
Adquisición de Obligaciones Financieras	-	-
Pago de Cuentas por Pagar a Socios y Canc. Ant. Recibidos	-	-
EFFECTIVO GENERADO POR ACTIVIDADES DE FINANCIACIÓN	-	-
(UTILIZACIÓN) GENERACIÓN DE EFECTIVO NETA	(364.358)	(715.128)
Saldo de efectivo al principio del año	393.537	1.108.665
SALDO DE EFECTIVO Y EQUIVALENTE DE EFECTIVO AL FINAL DEL AÑO	29.179	393.537

LAS NOTAS QUE SE ACOMPAÑAN SON PARTE INTEGRANTE DE LOS ESTADOS FINANCIEROS

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PACT INC
NIT: 900.666.624-9

NOTAS A LOS ESTADOS FINANCIEROS BAJO NIIF PARA PYMES – 31 DE DICIEMBRE DE 2025 Y 2024 (Comparativos)
(Expresados en miles de pesos colombianos)

NOTA 1

INFORMACIÓN GENERAL DE LA ORGANIZACIÓN

Pact Inc., es una Organización No Gubernamental internacional con sede principal en la ciudad de Washington DC constituida de acuerdo con las leyes y disposiciones de la District of Columbia Nonprofit corporation Act (ley de sociedades sin fines de lucro del distrito de Columbia, Title 29, Chapter 10, D.C. Code) en los Estados Unidos mediante Documento Privado el 10 de junio de 1971.

En Colombia la Organización fue registrada legalmente bajo escritura pública N.2859 el 9 de octubre de 2013, Notaria 19 de La Ciudad de Bogotá-Colombia, como ESAL (Entidad sin ánimo de lucro), con el Acta LIBRO: V ESADL inscripción 00000003, fue registrada ante Cámara de Comercio del Aburra Sur 17 de octubre de 2013 y posteriormente inscrita en la Cámara de Comercio de Medellín para Antioquia por Escritura Pública 2828 del 27 de abril de 2017.

Tributariamente le fue adjudicado el Número de Identificación Tributaria (NIT) 900.666.624-9 de la Dirección de Impuestos y Aduanas Nacionales (DIAN), personas Jurídicas (Régimen Tributario Especial) para efecto de las obligaciones tributarias de Colombia.

Representación Legal

Pact Inc. se encuentra legalmente representada por la Sra. Patricia Henao Saavedra, elegida para este cargo tal y como consta en el certificado expedido por la Cámara de Comercio de Medellín para Antioquia.

La organización tiene como Objeto Principal en alianza con organizaciones locales, empresas y gobiernos, construir soluciones sistémicas para que las comunidades más vulnerables sean prósperas y resilientes, y las personas a quienes se sientan escuchadas, aumenten sus capacidades y sean vibrantes.

Pact Inc. en Colombia se encuentra domiciliada en la Ciudad de Medellín Calle 27 Nro. 41 86 Ap 503. su duración es indefinida.

Pact Inc. maneja en la actualidad el sistema contable llamado Dynamics 365 Business Central.

NOTA 2

BASES DE PREPARACIÓN

Los estados financieros presentados corresponden al periodo terminado al 31 de diciembre de 2025, elaborados conforme a las Normas de Contabilidad e Información Financiera aceptadas en Colombia, establecidas en la Ley 1314 de 2009 y reglamentadas mediante el Decreto Único Reglamentario 2420 de 2015, el cual incorpora el marco técnico normativo aplicable al Grupo 2 con base en la NIIF para PYMES en la versión adoptada en Colombia.

Los Estados Financieros se presentarán en pesos colombianos, unidad monetaria que corresponde a la moneda funcional y de presentación de la entidad.

Las normas que se aplicaron a estos Estados Financieros son las que corresponden al marco técnico vigente al 31 de diciembre de 2025 según Decreto 2420 de 2015 y sus modificatorios. Aquellos estándares emitidos, pero no efectivos a la fecha no han sido aplicados en la elaboración de estos informes. Las NIIF comprenden las Normas e Interpretaciones adoptadas por el IASB.

Las principales políticas contables que se describen a continuación son:

EFFECTIVO Y EQUIVALENTES DE EFFECTIVO

Los saldos presentados de estas cuentas en el balance general incluyen el efectivo y los equivalentes de efectivo y los depósitos a corto plazo; valorados para su medición inicial al valor razonable y para su medición posterior al valor nominal.

ACTIVOS FINANCIEROS

Los activos financieros alcanzados por la sección 11 y 12 se clasifican como inversiones a valor razonable con cambios en resultados, préstamos y cuentas por cobrar, inversiones a costo amortizado, inversiones a valor razonable con cambios en patrimonio.

La empresa determina la clasificación de los activos financieros al momento de su reconocimiento inicial valorados al valor razonable.

Los activos financieros de la entidad incluyen efectivo y colocaciones a corto plazo, deudores comerciales, préstamos y otras cuentas por cobrar, instrumentos financieros.

Medición posterior

La medición posterior de los activos financieros depende de su clasificación:

Inversiones a valor razonable con cambios en resultados

Las inversiones a valor razonable con cambios en resultados incluyen los activos mantenidos para negociar y los activos financieros designados al momento de su reconocimiento inicial como al valor razonable con cambios en resultados. Los activos financieros se clasifican como inversiones a valor razonable con cambios en resultados si se adquieren con el propósito de venderlos o recomprarlos en un futuro cercano.

Las inversiones a valor razonable con cambios en resultados se contabilizan en el balance general por su valor razonable y los cambios en dicho valor razonable son reconocidos como ingresos o costos financieros en el estado de resultados.

La empresa no posee inversiones valoradas a valor razonable con cambios en resultados a la fecha de realización del balance a diciembre de 2025

Préstamos y cuentas por cobrar

Los préstamos y las cuentas por cobrar son activos financieros no derivados con pagos fijos o determinables que no cotizan en un mercado activo.

Después del reconocimiento inicial, estos activos financieros se miden al costo amortizado mediante el uso del método de la tasa de interés efectiva, menos cualquier deterioro del valor. El costo amortizado se calcula tomando en cuenta cualquier descuento o prima en la adquisición y las comisiones o los costos que son una parte integrante de la tasa de interés efectiva. La amortización de la tasa de interés efectiva se reconoce como ingreso financiero en el estado de resultados. Las pérdidas que resulten del deterioro del valor se reconocen en el estado de resultados como costos financieros.

Inversiones a costo amortizado

Los activos financieros no derivados con pagos fijos o determinables y vencimientos fijos se clasifican como inversiones a costo amortizado, cuando la entidad tiene la intención y la capacidad de mantenerlos hasta su vencimiento. Después del reconocimiento inicial, las inversiones clasificadas dentro de esta categoría se miden al costo amortizado mediante el uso del método de la tasa de interés efectiva, menos cualquier deterioro del valor.

El costo amortizado se calcula tomando en cuenta cualquier descuento o prima en la adquisición y las comisiones o los costos que son una parte integrante de la tasa de interés efectiva. La amortización de la tasa de interés efectiva se reconoce como ingreso financiero en el Estado de Resultados. Las pérdidas que resulten del deterioro del valor se reconocen en el Estado de Resultados como costos financieros.

La Organización no cuenta con inversiones valoradas a costo amortizado a la fecha de realización del balance a diciembre 31 de 2025.

Inversiones a valor razonable con cambios en Patrimonio

Las inversiones a valor razonable con cambios en patrimonio incluyen títulos de patrimonio y de deuda. Las inversiones en patrimonio clasificadas en esta categoría son aquellas que no se clasifican ni como costo amortizado ni como valor razonable con cambios en resultados. Los títulos de deuda en esta categoría son aquellos que se espera mantener por un tiempo indefinido, pero que se pueden vender ante una necesidad de liquidez o ante cambios en las condiciones del mercado.

Después del reconocimiento inicial, las inversiones a valor razonable con cambios en patrimonio se miden por su valor razonable, y las ganancias o pérdidas no realizadas se reconocen en el Patrimonio, hasta que la inversión se da de baja. En ese momento, la ganancia o pérdida acumulada se reconoce como una ganancia operativa o se considera como un deterioro del valor de la inversión, en cuyo caso, la pérdida acumulada es reclasificada en el Estado de Resultados en la línea de costos financieros y eliminada del Patrimonio.

La Organización no cuenta con inversiones valoradas a valor razonable con cambio en resultados a la fecha de realización del balance a diciembre 31 de 2025.

Baja en cuentas

Un activo financiero se da de baja en cuentas cuando:

- Expiren los derechos contractuales sobre los flujos de efectivo del activo.
- Se transfieran los derechos contractuales sobre los flujos de efectivo del activo o se asuma una obligación de pagar a un tercero la totalidad de los flujos de efectivo sin una demora significativa.
- Se hayan transferido sustancialmente todos los riesgos y beneficios inherentes a la propiedad del activo.
- No se hayan ni transferido ni retenido sustancialmente todos los riesgos y beneficios inherentes a la propiedad del activo, pero se haya transferido el control de este.

Deterioro del valor de los activos financieros

Al final de cada periodo sobre el que se informa, la entidad evalúa si existe alguna evidencia objetiva de que un activo financiero o un grupo de activos financieros se encuentran deteriorados en su valor.

Un activo financiero o un grupo de activos financieros se considera deteriorado en su valor solamente si existe evidencia objetiva de deterioro del valor como consecuencia de uno o más acontecimientos que hayan ocurrido después del reconocimiento inicial del activo (un “evento que causa la pérdida”), y que dicho evento que haya causado la pérdida tiene un impacto sobre los flujos de efectivo futuros estimados del activo financiero o del grupo de activos financieros, que se pueda estimar de manera fiable.

La evidencia de un deterioro del valor podría incluir indicios de que los deudores o un grupo de deudores se encuentran con dificultades financieras significativas, el incumplimiento o mora en los pagos de capital o intereses, la probabilidad de que entren en quiebra u otra forma de reorganización financiera, y cuando datos observables indiquen que existe una disminución medible en los flujos de efectivo futuros estimados, tales como cambios adversos en el estado de los pagos en mora o en las condiciones económicas que se relacionan con los incumplimientos.

OTROS ACTIVOS

Incluyen los anticipos y avances, los activos intangibles o diferidos adquiridos en forma separada se miden inicialmente al costo. Después del reconocimiento inicial, los activos intangibles se contabilizan al costo menos cualquier amortización y cualquier pérdida acumuladas por deterioro del valor.

Las vidas útiles de los activos intangibles pueden ser finitas o indefinidas.

Los activos intangibles con vidas útiles finitas se amortizan a lo largo de su vida útil económica y se evalúan para determinar si tuvieron algún deterioro del valor siempre que exista un indicio de que el activo intangible pudiera haber sufrido dicho deterioro. El período y el método de amortización para un activo intangible con una vida útil finita se revisan al menos al cierre de cada período sobre el que se informa. Los cambios en la vida útil esperada se contabilizan al cambiar el período o el método de amortización, según corresponda, y se tratan como cambios en las estimaciones contables. El gasto de amortización en activos intangibles con vidas útiles finitas se reconoce en el estado de resultados en la categoría de gastos que resulte coherente con la función de dichos activos intangibles.

La entidad no cuenta con activos intangibles a la fecha del balance diciembre 31 de 2025.

PROPIEDAD PLANTA Y EQUIPO

Las partidas de propiedad, planta y equipo son valoradas al costo menos depreciación acumulada y pérdidas por deterioro.

El costo incluye gastos que son directamente atribuibles a la adquisición del activo. El costo de activos construidos por la propia entidad incluye lo siguiente:

- El costo de los materiales y la mano de obra directa.
- Cualquier otro costo directamente atribuible al proceso de hacer que el activo sea apto para trabajar en su uso previsto.
- Los costos por préstamos capitalizables.

Cualquier ganancia o pérdida de la venta de un elemento de propiedad, planta y equipo (calculada como la diferencia entre el valor recibido por la venta y el valor en libros del elemento) se reconoce en resultados.

Las partidas de propiedades, planta y equipo se miden inicialmente por su valor razonable, y posteriormente utilizando el método del costo, el cual reconoce importes por depreciación acumulada y cualquier pérdida por deterioro del valor acumulada.

Los siguientes desembolsos se reconocerán como activos fijos:

- Elementos de propiedad, planta y equipo que cumplan el criterio de reconocimiento.
- Adiciones o mantenimientos mayores. Estos desembolsos serán reconocidos como activos fijos si el efecto de ellos aumenta el valor y la vida útil del activo, o proporciona una reducción de los costos. En los casos que no se cumpla lo anterior, serán reconocidos como gastos.
- Reemplazos de activos fijos. El componente reemplazado se dará de baja en los libros.

Los siguientes desembolsos se reconocerán como gastos en el periodo en que se incurran:

- Costos de mantenimiento y reparación. El mantenimiento es preventivo y su propósito es mantener el activo en condiciones apropiadas para el uso. Las reparaciones son correctivas y su propósito es restituir las condiciones del activo apropiadas para el uso.
- Reemplazos de activos fijos parciales, cuya intención es mantener el uso normal del activo hasta el final de su vida útil.

Al 31 de diciembre de 2025 y 2024, la entidad no presenta saldos reconocidos como Propiedad, Planta y Equipo en el estado de situación financiera.

Durante los periodos reportados, los bienes adquiridos no cumplen con los criterios de reconocimiento establecidos en la Sección 17 de la NIIF para las PYMES, dado que no generan beneficios económicos futuros controlados por la entidad más allá del periodo en que se ejecutan los proyectos financiados. En consecuencia, los desembolsos efectuados se reconocen directamente en el estado de resultados conforme a la naturaleza del gasto.

La eventual donación de bienes en caso de liquidación no constituye un criterio para el reconocimiento o no reconocimiento de activos bajo NIIF.

IMPUESTOS

Impuesto a las ganancias

El gasto por impuestos a las ganancias representa la suma del impuesto corriente por pagar y del impuesto diferido. El impuesto corriente por pagar está calculado según la ganancia fiscal del periodo y según la normatividad del ente fiscalizador del país, la Dirección de Impuestos y Aduanas de Colombia (DIAN).

El impuesto diferido se reconoce a partir de las diferencias entre los valores en libros de los activos y pasivos en los Estados Financieros y sus bases fiscales correspondientes (conocidas como diferencias temporarias).

Los pasivos por impuestos diferidos se reconocen para todas las diferencias temporarias que se espere que incrementen la ganancia fiscal en el futuro. Los activos por impuestos diferidos se reconocen para todas las diferencias temporarias que se espere que reduzcan la ganancia fiscal en el futuro, y cualquier pérdida o crédito fiscal no utilizado.

Los activos por impuestos diferidos se miden al valor máximo que, sobre la base de la ganancia fiscal actual o estimada futura, es probable que se recuperen. El valor en libros neto de los activos por impuestos diferidos se revisa en cada fecha sobre la que se informa y se ajusta para reflejar la evaluación actual de las ganancias fiscales futuras. Cualquier ajuste se reconoce en el resultado del periodo.

El impuesto diferido se calcula según las tasas impositivas que se espera aplicar a la ganancia (pérdida) fiscal de los periodos en los que se espera realizar el activo por impuestos diferidos o cancelar el pasivo por impuestos diferidos, sobre la base de las tasas impositivas que hayan sido aprobadas o cuyo proceso de aprobación esté prácticamente

terminado al final del periodo sobre el que se informa. El impuesto diferido relacionado con las partidas reconocidas fuera del resultado se reconoce fuera de éste. Las partidas de impuesto diferido se reconocen en correlación con la transacción subyacente, ya sea en el otro resultado integral o directamente en el patrimonio.

Se exige la compensación de activos y pasivos por impuestos diferidos de la misma sociedad o sujeto fiscal sí, y sólo si, se relacionan con impuestos a las ganancias correspondientes a la misma administración fiscal, siempre y cuando la Sociedad tenga reconocido legalmente los activos corrientes por impuestos diferidos con los pasivos corrientes de la misma naturaleza. Por tal razón los saldos por activos y pasivos por impuestos se presentan compensados en los estados financieros.

La Organización no tuvo diferencias temporales para la fecha de elaboración del balance a diciembre 31 de 2025.

PASIVOS FINANCIEROS

Reconocimiento y medición inicial

Los pasivos financieros alcanzados por la sección 11 y 12 se clasifican como pasivos financieros al valor razonable con cambios en resultados, préstamos y cuentas por pagar, o como derivados según corresponda. La entidad determina la clasificación de los pasivos financieros al momento de su reconocimiento inicial.

Todos los pasivos financieros se reconocen inicialmente por su valor razonable más los costos de transacción directamente atribuibles, para los préstamos y cuentas por pagar. Los pasivos financieros de la entidad incluyen cuentas por pagar comerciales, préstamos y otras cuentas por pagar, descubiertos en cuentas corrientes bancarias, contratos de garantía e instrumentos financieros derivados.

Medición posterior

La medición posterior de los pasivos financieros depende de su clasificación, de la siguiente manera:

Pasivos financieros al valor razonable con cambios en resultados

Los pasivos financieros al valor razonable con cambios en resultados incluyen los pasivos financieros mantenidos para negociar y los pasivos financieros designados al momento de su reconocimiento inicial como al valor razonable con cambios en resultados.

Los pasivos financieros se clasifican como mantenidos para negociar si se contraen con el propósito de negociarlos en un futuro cercano. Esta categoría incluye los instrumentos financieros derivados tomados por la entidad, que no se designan como instrumentos de cobertura en relaciones de cobertura según la define la NIC 39. Los derivados implícitos separados también se clasifican como mantenidos para negociar las ganancias o pérdidas por pasivos mantenidos para negociar se reconocen en el Estado de Resultados.

Préstamos que devengan interés

Después del reconocimiento inicial, los préstamos que devengan intereses se miden al costo amortizado utilizando el método de la tasa de interés efectiva. Las ganancias y pérdidas se reconocen en el Estado de Resultados.

El costo amortizado se calcula tomando en cuenta cualquier descuento o prima en la adquisición y las comisiones o los costos que sean una parte integrante de la tasa de interés efectiva. La amortización de la tasa de interés efectiva se reconoce como costo financiero en el Estado de Resultados.

Baja en cuentas

Un pasivo financiero se da de baja cuando la obligación especificada en el correspondiente contrato haya sido pagada o cancelada, o haya expirado.

Cuando un pasivo financiero existente es reemplazado por otro proveniente del mismo prestamista bajo condiciones sustancialmente diferentes, o si las condiciones de un pasivo existente se modifican de manera sustancial, tal modificación se trata como una baja del pasivo original y el reconocimiento de un nuevo pasivo, y la diferencia en los importes respectivos en libros se reconocen en el Estado de Resultados.

BENEFICIOS A EMPLEADOS

A la fecha la entidad solo cuenta con beneficios a empleados con características de corto plazo.

Los beneficios a empleados de corto plazo son aquellos beneficios (distintos a los beneficios por terminación) cuyo pago será totalmente atendido en el término de los doce meses siguientes al cierre del periodo en el cual los empleados han prestado sus servicios. Estos beneficios se encuentran reconocidos por la entidad en una base no descontada y son reconocidos como gastos a medida que el servicio es recibido.

PROVISIONES Y CONTINGENCIAS

Las provisiones se reconocen cuando la entidad tiene una obligación presente (legal o implícita) como resultado de un suceso pasado, es probable que la entidad tenga que desprenderse de recursos que incorporan beneficios económicos para cancelar la obligación, y cuando pueda hacerse una estimación fiable del importe de esta. El gasto correspondiente a cualquier provisión se presenta en el Estado de Resultados, neto de todo reembolso.

Pasivo contingente

Un pasivo contingente surge cuando existe una obligación posible surgida a raíz de sucesos pasados, cuya existencia ha de ser confirmada sólo por la ocurrencia, o no ocurrencia, de uno o más sucesos inciertos en el futuro, que no están enteramente bajo el control de la entidad, o cuando existe una obligación presente surgida a raíz de sucesos pasados, para la que no es probable que se vaya a requerir una salida de recursos que incorpora beneficios económicos para cancelar la obligación o cuyo importe no pueda medirse con suficiente fiabilidad.

Las obligaciones que cumplen con los criterios de reconocimiento de pasivos se clasifican como provisiones, las que no cumplen se clasifican como pasivos contingentes. En los pasivos contingentes también se incluyen las obligaciones posibles. La clasificación de obligaciones es importante porque las provisiones deben reconocerse en el balance general de la entidad, mientras que los pasivos contingentes no.

Activo contingente

Un activo contingente es un activo de naturaleza posible, surgido a raíz de sucesos pasados, cuya existencia ha de ser confirmada sólo por la ocurrencia, no ocurrencia, de uno o más sucesos inciertos en el futuro, que no están enteramente bajo el control de la entidad. Los activos contingentes no se reconocen en el balance general. Sin embargo, en ciertas circunstancias, se revela información sobre estos en las notas.

Para el balance a diciembre 31 de 2025 la entidad no tiene demandas y litigios ni a favor ni en contra.

INGRESOS

Ingresos de actividades ordinarias

Los ingresos de actividades ordinarias se reconocen en la medida que sea probable que los beneficios económicos fluyan a la entidad y que los ingresos se puedan medir de manera fiable, independientemente del momento en el que sea realizado el pago. Los ingresos se miden por el valor razonable de la contraprestación recibida o por recibir, teniendo en cuenta las condiciones de pago definidas contractualmente y sin incluir impuestos ni aranceles.

Ingresos por la prestación de servicios

Los ingresos de actividades ordinarias correspondientes a la prestación del servicio se reconocen cuando puedan estimarse con fiabilidad y se determine su grado de terminación.

Intereses ganados

Para todos los instrumentos financieros medidos al costo amortizado y para los intereses que devengan los activos financieros clasificados como a valor razonable con cambios en patrimonio, los intereses ganados o perdidos se registran utilizando el método de la tasa de interés efectiva.

Los intereses ganados no se reconocen como ingresos en los Estados Financieros, sino que se incluyen en las cuentas por pagar como un dinero recibido para terceros, ya que realmente pertenece a los Financiadores quienes giran el dinero para el desarrollo de las actividades en Pact inc. Posteriormente el dinero puede ser reinvertido en otros proyectos.

NOTA 3

MATERIALIDAD

Las NIC 1 define el término “material” así: “Las omisiones o inexactitudes de partidas son materiales (o tienen importancia relativa) si pueden, individualmente o en su conjunto, influir en las decisiones económicas tomadas por los usuarios con base en los Estados Financieros. La materialidad dependerá de la magnitud y las naturalezas de la omisión o inexactitud, enjuiciadas en función de las circunstancias particulares en que se hayan producido. La magnitud o la naturaleza de la partida o una combinación de ambas, podría ser el factor determinante”.

Las evaluaciones y decisiones necesarias para la preparación de Estados Financieros deben basarse en lo relativamente importante, para lo cual se necesita emplear el buen juicio profesional. El concepto de materialidad está estrechamente vinculado con el de revelación completa, que solamente concierne a la información relativamente importante.

Los Estados Financieros deben revelar todas las partidas que son de suficiente importancia para afectar evaluaciones o toma de decisiones.

CÁLCULO DE LA MATERIALIDAD (2025):

Concepto	Saldo	%Materialidad	Valor de Materialidad	Alcance de Ajuste	Alcance de Materialidad
Ingresos	3.655.984.367,37	0,50%	18.279.921,84	10%	1.827.992,18

a) La materialidad para la Entidad se determinó de acuerdo con los ingresos.

b) La materialidad se obtiene de la suma de todos los errores individuales, si llega a superar este valor será considerado material.

c) El alcance de ajuste es utilizado para todas las cifras de los Estados Financieros (activos, pasivos, gastos, ingresos etc.) individualmente y servirá de base para establecer la materialidad.

Luego, la materialidad se obtiene de la suma de todos los errores individuales, lo que supere este valor será considerado material

NOTA 4

EFFECTIVO Y EQUIVALENTES AL EFFECTIVO

El efectivo y equivalentes al efectivo correspondientes a los años 2025 y 2024 son recursos disponibles para la ejecución de los proyectos en el corto plazo y basado en la planeación presupuestal del año 2025, los recursos reposan en la entidad Financiera Bancolombia, al cierre no tiene partidas conciliatorias, lo señalado se encuentra soportado con el estado de cuenta al 31 de diciembre de 2025.

La caja menor cuenta con políticas de uso, las cuales son verificadas de manera frecuente para validar su correcta ejecución; para el año 2025, se procedió al cierre de la cuenta de caja menor correspondiente a Bogotá, como consecuencia de la finalización del proyecto denominado "Conectando Caminos". Asimismo, se efectuó el cierre de la caja menor de Medellín, motivado por la ausencia de actividad.

Detalle	2025	2024
Cuenta de ahorros Bancolombia 1914820088	28.666.908,99	387.557.732,98
Cuenta Corriente Bancolombia 1921264583	511.820,11	5.979.001,40
Total Efectivo y Equivalentes al Efectivo	29.178.729,10	393.536.734,38

NOTA 5

ANTICIPOS Y AVANCES

Durante los años 2025 y 2024, la entidad efectuó desembolsos a entidades socias o aliadas en el marco de los subcontratos suscritos para la ejecución de proyectos. Dichos recursos fueron legalizados y ejecutados dentro del mismo periodo contable, con base en los informes técnicos y financieros establecidos contractualmente.

En consecuencia, al 31 de diciembre de 2025 y 2024 no existen saldos pendientes por concepto de anticipos o avances en el estado de situación financiera.

NOTA 6

CUENTAS POR COBRAR EMPLEADOS Y AVANCES A PROYECTOS

Las cuentas por cobrar a los empleados corresponden a anticipos otorgados para la ejecución de las actividades de los proyectos, por control son los responsables de estos recursos hasta su legalización, no corresponden a anticipos salariales o sujetos a renta, estos recursos son legalizados bajo los procedimientos de compras avalados por la Organización y quedan registrados en los terceros correspondientes.

Los Avances a Proyecto que se detallan, hacen parte de la ejecución del Proyecto Pilares / Building the Capacity of Civil Society a los actores de la sociedad civil o la organización de la sociedad civil bajo las condiciones pactadas en los acuerdos de adjudicación principal IL-31477-17-75-K se legalizaron durante el año 2025 de acuerdo con la planeación del proyecto.

Tercero	Detalle	2025	2024
Erika Gomez	Event-ErikaG Actividades Diciembre Dic17-18	-	188.400,00
Total Avances empleados		-	188.400,00

NOTA 7

DEUDORES VARIOS

El saldo de los deudores varios al 31 de Diciembre de 2025 y 2024 se detallan a continuación:

Tercero	Detalle	2025	2024
Viajes éxito	Anticipo Viajes Exito para viajes de terrero	-	7.555.802,00
Total Deudores Varios		-	7.555.802,00

Los recursos desembolsados en 2024 fueron debidamente ejecutados y legalizados en el transcurso de 2025, de acuerdo con las condiciones contractuales aplicables. Para el 31 de diciembre de 2025 no se presentan saldos por anticipos entregados en el estado de situación financiera.

NOTA 8

PROVEEDORES

Al cierre de año 2025 la cuenta se encuentra conciliada, indicando que no tenemos obligaciones con proveedores.

NOTA 9

CUENTAS POR PAGAR

para el cierre del año fiscal 2025 se indica un saldo de cuentas por pagar, los cuales corresponden principalmente a las causaciones de saldos con la Casa Matriz que corresponden a provisiones de gravámenes o rendimientos financieros de las cuentas bancarias, estas cuentas se cancelarán durante el año fiscal 2025 de manera oportuna.

Tercero	Detalle	2025	2024
Yoide Susuna Perez Monroy	Reembolso gastos de Terreno	-	542.700,00
Pact Casa Matriz	Intereses por Pagar - Donante Federal (USA)	20.114,35	1.386.892,49
Total Cuentas por Pagar		20.114,35	1.929.592,49

La organización en su política de pagos considera pagos inferiores a quince (15) días, por lo general los pagos a los proveedores son de contado, respetando el proceso interno tesorería.

NOTA 10

IMPUESTOS, GRAVAMENES Y TASAS

Las cuentas por pagar de impuestos corresponden a las retenciones practicadas por conceptos de salarios y a proveedores durante el mes de diciembre 2025, estas obligaciones tienen programación de pago en mes de enero 2025 de acuerdo con el calendario tributario establecido por la Dirección de Impuestos.

Tercero	Detalle	2025	2024
DIAN	Retencion en la fuente por pagara salarios	1.735.000,02	43.508.000,02
DIAN	Retencion en la fuente por pagar proveedores	-	4.595.734,07
Total Cuentas Impuestos, Gravámenes y tasas		1.735.000,02	48.103.734,09

NOTA 11

BENEFICIOS A EMPLEADOS

Basados en la normatividad vigente para temas salariales y beneficios a empleados, Pact Inc. se acoge a las disposiciones que señala el Código Sustantivo del trabajo (CST) para el cálculo de los beneficios a empleados, realizando los pagos de manera oportuna como lo señala el CST.

Al finalizar el año 2025 la Organización adeuda a los empleados conceptos de Vacaciones, los cuales son disfrutados de acuerdo con la programación de descansos acordada con cada empleado.

Los pagos de Cesantías e Intereses a las Cesantías serán pagados durante el año 2025 en las fechas señaladas para tal fin, cesantías antes del 14 de febrero y los Intereses antes del 30 de enero.

Por política contable de la casa Matriz, la Organización realiza estimaciones salariales que permiten demostrar con más precisión los valores por salarios durante la vigencia, estos valores son ajustados mensualmente con propósitos financieros.

Tercero	Detalle	2025	2024
Empleados	Provision Vacaciones	7.328.174,04	173.033.311,26
Empleados	Cesantías e Intereses a las cesantías	-	151.118.407,63
Total beneficios a Empleados		7.328.174,04	324.151.718,89

NOTA 12

INGRESOS RECIBIDOS POR ANTICIPADO

Al cierre del ejercicio 2025, los ingresos recibidos por anticipado corresponden a recursos asignados para la ejecución de proyectos programados para la vigencia 2026.

Tercero	Nombre del Proyecto	2025	2024
Pact World	General and Administrative - Inc.	33.389.080,98	-
Total Transferencia de Pact World Washintong DC a Pact World		33.389.080,98	-

NOTA 13

BENEFICIOS A EMPLEADOS LARGO PLAZO

Las provisiones de indemnización permiten a la organización estimar el valor de una posible indemnización por la finalización de los proyectos y la terminación de contratos sin justa causa.

Tercero	Detalle	2025	2024
Empleados	Provisiones Indemnización Acumulada (USA)	38.541.554,80	785.532.602,46
Total beneficios a Empleados LP		38.541.554,80	785.532.602,46

NOTA 14

RESULTADO DEL EJERCICIO

La organización presenta una utilidad contable basada en la disminución de los costos operativos y administrativos. Las provisiones salariales ya sea de estimaciones o provisiones de retiro que no afectan en el corto plazo los recursos recibidos, las provisiones tales como cesantías e intereses las cuales serán efectivamente pagadas durante el año 2026 se encuentran reservadas en las cuentas bancarias.

Los recursos utilizados en las operaciones del año se demuestran de la siguiente manera para el año 2025 y 2024 visto desde el flujo de caja

	2025	2024
(Disminución) Cartera	7.744,00	19.471,00
Aumento (Disminución) Proveedores	-	-
(Disminución) Cuentas por Pagar	- 1.910,00	- 1.557,00
(Disminución) Ingresos recibidos x Anticipado	33.389,08	1.153.087,00
(Disminución) Aumento Impuestos x Pagar	- 46.369,00	- 14.278,00
(Disminución) Obligaciones Laborales	- 316.824,00	- 84.435,00
(Disminución) Obligaciones Laborales L/P	- 746.991,00	- 74.639,00
VARIACION CUENTAS OPERACIONALES	- 1.070.960,92	- 1.159.247,00
Saldo efectivo	-	-
EFFECTIVO EJECUTADO VIGENCIAS ANTERIORES	- 364.358,00	- 715.128,00
Utilidad año	706.602,92	444.119,00

NOTA 15

RESULTADO DE EJECICIOS ANTERIORES

Los resultados de ejercicios anteriores corresponden a saldos contables por temas de registros ya sean por estimaciones o ajustes contables.

Desde la perspectiva del programa, la organización ejecuta los recursos recibidos en su totalidad

Para el cierre del año 2025 se presentan la siguiente información.

Tercero	Detalle	2025	2024
Pact Inc	Resultado de ejercicios anteriores	- 757.709.998,83	- 1.201.829.000,00
Total Resultados de ejercicios anteriores		- 757.709.998,83	- 1.201.829.000,00

NOTA 16

AJUSTES CONVERGENCIA NIIF

Tal como se indica en el apartado de Bases de Preparación, los estados financieros al 31 de diciembre de 2025 y 2024 han sido elaborados de conformidad con las Normas de Contabilidad e Información Financiera aceptadas en Colombia, establecidas en la Ley 1314 de 2009 y reglamentadas mediante el Decreto Único Reglamentario 2420 de 2015 y sus modificatorios, aplicables al Grupo 2 (NIIF para las PYMES).

La entidad realizó su proceso de convergencia al marco técnico normativo para el Grupo 2 en el año 2017. Desde dicha fecha, los estados financieros se preparan bajo este marco de manera continua, por lo cual no se presentan ajustes de conversión en los periodos actuales.

Tercero	Detalle	2025	2024
Pact Inc	Convergencia Niif 2017	730.000,00	730.000,00
Total ajustes por convergencia NIIF		730.000,00	730.000,00

NOTA 17

TRANSFERENCIA DE PACT WASHINTONG DC A PACT COLOMBIA

Pact World en su misión, provee recursos con fines específicos para los programas liderados desde la oficina en Colombia, los cuales para el año 2025 y 2024 son los siguientes:

Tercero	Nombre del Proyecto	Fund	2025	2024
Pact World	Asia Religious and Ethnic Freedom (Asia REF)	P1001	-	404.038,82
	MCGL - Core	P2151	4.284.516,70	-
	MOMENTUM Latin America & Caribbean STTA	P2154	487.482,14	1.591.328,24
	Cambodia MCGL Mental Health and Psychosocial Suppo	P2160	27.262.114,24	-
	CSM-STAND - Africa, MENA Core Funds	P2301	3.243.362,58	-
	CSM-STAND-Sustainable Indpt Media Activity (SIMA)	P2302	1.859.879,40	-
	CSM-STAND-Transform Dgtl Spcs to Reflect Feminist	P2304	4.280.047,71	-
	CSM-STAND Lesotho Khutlo Activity	P2305	1.821.662,70	27.522,60
	USAID "Basiki ni Tagne Kunafoni" Activity	P2306	5.605.565,00	27.835.330,35
	CSM-STAND- Asia, Eurasia, LAC- CORE	P2351	15.998.791,94	11.591.989,19
	USAID/CSM-STAND El Salvador Citizens Empowered	P2352	66.162.606,15	158.573.182,07
	CSM-STAND-Nepal Civil Society and Media Activity	P2353	2.394.913,20	-
	CSM-STAND-Bolstering Civil Society (BCS)	P2354	10.811.079,80	-
	USAID Civil Society Strengthening Activity	P2355	54.573.034,39	196.900.758,51
	CSM-STAND-MACSS in Mongolia	P2356	2.318.479,80	-
	CSM-STAND: PRO-INFO Activity	P2357	2.186.844,50	-
	CSM-STAND-Freedom of the Press Activity	P2358	2.407.652,10	-
	CSM-STAND-Empowering the Truth Tellers Asia	P2359	3.566.892,00	-
	CSM-STAND Regional Central America Program	P2360	2.195.337,10	-
	USDOL Reducing Child Labor in Mica-ProducingCommun	P3084	2.008.922,73	8.877.458,69
	Tanzania Child Labor in Artisanal Small Scale Gold	P3260	475.585,60	-
	REFRESH	P3890	-	2.708.228,45
	Building Resilience	P5001	27.824.257,81	89.013.854,82
	Building the Capacity of Civil Society	P5813	921.076.782,18	2.411.131.436,06
	Strengthening the Capacity of Indigenous Organizat	P5827	-	4.789.083,66
	EQUAL	P5902	1.813.492.745,64	4.840.439.703,30
	HRSM Colombia Associate Award	P5919	-	1.425.572,21
	General and Administrative - Inc.	PGA00	666.190.940,71	1.407.994.140,05
	Country Office Unfunded Activity	PU400	3.187.175,13	5.085.765,51
	Unallowable - Indirect	PU900	1.589.022,82	-
	Pact Staff Morale	PU902	3.222.970,97	4.081.011,81
	M2M Personal Protective Equipment (PPE)	Z1804	-	11.013,47
	GIZ NAP Implementation Extension Sierra Leone	Z3128	-	2.952.444,38
Ethiopia YNSD Community Services as a Pathway to W	Z3130	2.204.207,73	-	
Women Included: Nuturing Growth & Security (WINGS)	Z4917	6.429.540,24	11.198.008,13	
Total Transferencia de Pact World Washintong DC a Pact World Colombia			3.655.984.367,37	9.186.554.798,18

NOTA 18

COSTOS OPERATIVOS

La ejecución de los programas de la organización demanda la inversión de unos costos directos señalados a continuación:

DETALLE	2025	2024
Subvenciones	96.972.500,00	811.133.723,00
Costos Terreno	259.903.396,54	895.358.208,63
Alquiler y Gastos de oficina	14.878.013,00	110.122.319,66
Consultoria	1.470.000,00	18.864.190,00
Comunicaciones, Redes Sociales e Internet	18.488.829,00	61.014.873,01
Papeleria	43.800,00	7.156.590,00
Franqueo y Entrega Mensajeria	1.218.053,00	2.038.042,65
Gastos Varios	- 2.656,00	918.300,33
Costos Legales	972.881,00	3.295.156,10
Total Costos Operativos	393.944.816,54	1.909.901.403,38

NOTA 19

GASTOS DE PERSONAL

Los rubros señalados a continuación dan cuenta de los conceptos de pago por salarios y prestaciones sociales realizados en el año 2025 y 2024 basado en las normas laborales vigentes en Colombia bajo el Código Sustantivo de Trabajo.

La finalizar el año 2025 la organización en Colombia cuenta con 1 empleado activo.

Detalle	2025	2024
Personal local - Pago regular	1.662.672.985,14	4.298.239.582,34
Gasto de Pension e Indemnizaciones	236.350.967,28	713.513.643,13
Personal local - Otras Cesantias, Intereses y Prima	101.394.453,88	346.979.193,00
Gasto Parafiscales (SENA, ICBF, Caja C) (Col)	147.407.400,00	353.407.300,00
Seguro Salud (EPS y ARL) - Personal local	58.936.951,00	331.321.747,00
Personal local - Vacaciones	266.023.149,87	451.288.607,38
Transporte - Personal local	400.000,00	1.890.000,00
Uniformes y Dotación - Personal local	379.260,00	1.128.050,00
Total gastos de Personal	2.473.565.167,17	6.497.768.122,85

NOTA 20

GASTOS OPERATIVOS

Los gastos operativos ejecutados durante el año 2025 y 2024 que se han registrado, son necesarios para el funcionamiento eficiente de la organización. La gestión responsable de estos recursos busca garantizar la continuidad y el desarrollo sostenible de nuestras operaciones, asegurando al mismo tiempo una administración eficaz de los fondos destinados a las actividades operativas esenciales. Estos gastos comprenden una variedad de rubros tales como:

Detalle	2025	2024
Gstos de viaje	29.392.438,00	193.064.467,65
Servicios Profesionales	47.577.315,00	73.641.791,99
Suminitros y papeleria	-	180.000,00
Mantenimiento y reparaciones	1.545.500,00	5.894.728,00
Mobiliario / Equipo de oficina	-	50.920.505,00
Total Gastos operativos	78.515.253,00	323.701.492,64

NOTA 21

GASTOS FINANCIEROS

Los gastos incurridos durante el año 2025 y 2024 corresponden a los servicios transaccionales ofrecidos por la entidad financiera donde reposan los recursos de la Organización, al cierre de los periodos señalados indican los siguientes valores:

Tercero	Detalle	2025	2024
Bancolombia	GMF Bancarios	3.353.512,63	12.506.651,86
Total Gastos Bancarios		3.353.512,63	12.506.651,86

NOTA 22

INGRESOS FINANCIEROS

El saldo reflejado en este rubro indica los rendimientos financieros de la cuenta de ahorros durante el año 2025 y 2024

Tercero	Detalle	2025	2024
Bancolombia	Ingresos Financieros P5827	-	23.755,67
Bancolombia	Ingresos Financieros PU400	-	1.419.006,50
		-	1.442.762,17

NOTA 23

ACTIVOS EN CONTROL

Al 31 de diciembre de 2025 y 2024, la entidad no presenta saldos reconocidos como Propiedad, Planta y Equipo en el estado de situación financiera.

Durante los periodos reportados, los bienes adquiridos no cumplen con los criterios de reconocimiento establecidos en la Sección 17 de la NIIF para las PYMES, dado que no generan beneficios económicos futuros controlados por la entidad más allá del periodo en que se ejecutan los proyectos financiados. En consecuencia, los desembolsos efectuados se reconocen directamente en el estado de resultados conforme a la naturaleza del gasto.

La eventual donación de bienes en caso de liquidación no constituye un criterio para el reconocimiento o no reconocimiento de activos bajo NIIF.

NOTA 24

Finalización de proyectos financiados con recursos de cooperación internacional

Durante el año 2025, los proyectos financiados con recursos provenientes de convenios de cooperación internacional del Gobierno de los Estados Unidos fueron finalizados conforme a los términos contractuales establecidos, en el marco de ajustes y políticas de reducción presupuestal adoptadas por dicho Gobierno.

La terminación de estos proyectos se realizó de manera ordenada y en cumplimiento de las condiciones pactadas con los financiadores, sin que se presentaran incumplimientos contractuales ni contingencias para la entidad.

Informe Anual Pact - 2025

Resumen de resultados y logros finales de los proyectos implementados en Colombia

Este documento presenta un resumen ejecutivo de los resultados finales de los proyectos implementados por Pact en Colombia, Pilares y Vamos Tejiendo, financiados por el Departamento de Trabajo de Estados Unidos-USDOL. Ambos proyectos concluyeron exitosamente en 2025, siendo los únicos proyectos activos de Pact en el país durante este período. Con su cierre, Pact concluye su ciclo de implementación en Colombia.

La organización recibió \$3.655.984.367 pesos en el año 2025, correspondientes a los recursos de cierre de los proyectos Pilares y Vamos Tejiendo, los únicos vigentes en el país. Ambos proyectos concluyeron exitosamente el 26 de marzo. En este documento se presentan los informes finales de los dos proyectos.

Pilares - Proyecto para la Prevención y Disminución del trabajo infantil en minería de oro en el Sur de Bolívar.

El proyecto Pilares concluyó su implementación el 26 de marzo de 2025, habiendo trabajado durante su segunda fase en cuatro municipios de Bolívar: San Martín de Loba, Barranco de Loba, Altos del Rosario y Hatillo de Loba. A lo largo del proyecto, se fortaleció a 19 organizaciones de la Sociedad Civil activas al cierre, agrupadas en CORPILARES-BOL, una corporación legalmente constituida en 2023 ante la Cámara de Comercio de Colombia. Esta red coordina acciones conjuntas para prevenir el trabajo infantil y otras violaciones a los derechos laborales, gestiona recursos propios y continúa replicando buenas prácticas en sus comunidades de manera autónoma.

El proyecto implementó exitosamente 19 subvenciones en dos rondas (2023 y 2024), alcanzando el 90% de implementación exitosa. Entre los logros más destacados se encuentran: la certificación de 22 mentores comunitarios, el fortalecimiento organizacional de todas las OSC activas, el establecimiento de 16 alianzas formales público-privadas, la generación de más de 380.000 interacciones en redes sociales, y el avance de CORPILARES-BOL de la Fase III a la Fase IV del modelo de Impacto Colectivo. La corporación cuenta hoy con sede física propia, equipo de comunicaciones y capacidad autónoma para gestionar proyectos y recursos.

Se incluye como anexo 1 el informe final del proyecto (octubre 2022 - marzo 2025), en inglés, con información detallada de todos los resultados alcanzados.

Vamos Tejiendo - Proyecto para el empoderamiento económico y el acceso a trabajo de calidad para las mujeres y las adolescentes en los sectores de las flores y de la panela.

El proyecto Vamos Tejiendo concluyó su implementación el 6 de marzo del 2025, cerrando un ciclo de más de cinco años de trabajo en los sectores de flores (Cundinamarca) y panela (Antioquia). Durante su última fase, el proyecto consolidó alianzas estratégicas con empresas floricultoras del oriente antioqueño a través de Comfenalco, los círculos de mujeres fortalecieron sus agendas y ejercieron veeduría a los compromisos de las alcaldías, y las mujeres lograron avances significativos

en autonomía económica y liderazgo. Un hito destacado fue la elección de Diana Pulgarín como primera mujer gerente de Ecodula, trapiche comunitario en San Roque, Antioquia, tras el acompañamiento del proyecto.

El proyecto dejó un legado tangible: el curso virtual SEA (Soy Empresa Aliada por la igualdad de género) disponible públicamente, el podcast "Vamos Tejiendo" en Spotify, 10 infografías del legado del proyecto en español e inglés, rutas de atención integral contra violencias activas en tres municipios, y empresas del sector floricultor con prácticas laborales transformadas y compromisos formales de equidad de género. Los aliados públicos y privados reconocen la importancia de incorporar políticas de equidad de género y de prevención de violencias como parte central de su gestión institucional y empresarial.

Se incluye como anexo 2 el informe final del proyecto en inglés (diciembre 2019 - enero 2025), siendo este el informe final enviado a la organización donante.

Final Technical Progress Report

Revised 3/6/2018

1. Federal Agency and Organization Element to Which Report is Submitted: <p style="text-align: center;">DOL/ILAB/OCFT</p>	2. Federal Grant Number <p style="text-align: center;">IL-33989-19-75-K</p>	3. DUNS Number <p style="text-align: center;">07-770-5911</p>
4. Country and Project Name Colombia – Vamos Tejiendo VT - Equal access to quality jobs for women and girls in agriculture (EQUAL)		
5. Recipient Organization Contact Information <i>Headquarters</i> Pact, Inc. 1140 3rd Street NE, Suite 400 Washington, DC 20002	<i>Field</i>	
6. Project/Grant Period Start Date: DECEMBER 1, 2019 End Date: March 26, 2025	7. Reporting Period End Date <p style="text-align: center;">March 26, 2025</p>	8. Final Report? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No 9. Report Frequency <input type="checkbox"/> semi-annual <input checked="" type="checkbox"/> other <u>63 months</u>
10. Annexes to Submit with every Technical Progress Report, as applicable. <i>Please mark the checkboxes below to indicate the annexes attached.</i> <input checked="" type="checkbox"/> Annex A: Data Reporting Form for reporting on performance indicators <input checked="" type="checkbox"/> Annex B: Updated Work Plan <input checked="" type="checkbox"/> Annex C: Response to Donor Comments from Last Technical Progress Report <input type="checkbox"/> Annex D: Update on Project Activities in Response to Evaluation Recommendations <input checked="" type="checkbox"/> Annex E: Status of VAT Exemption <input checked="" type="checkbox"/> Annex F: Updated Sustainability Strategy (to be included with each October report starting in Year 2) <input checked="" type="checkbox"/> Annex G1: Promoters in Labor Citizenship advance level modules, G2: Vamos Tejiendo (2020-2025) Legacy) G3: Vamos Tejiendo (2020- 2025) Intake form infographics, G4: Vamos Tejiendo Endline Outcome Harvesting G5: Sistematización Circuitos de Mujeres Vamos Tejiendo <input checked="" type="checkbox"/> Annex H: Other Attachments <i>Annex H1_ Letter Mayor of San Roque</i>		
11. Certification: I certify to the best of my knowledge and belief that all information and data presented in this report is correct and complete.		
11a. Printed Name and Title of Project Director or Other Responsible Official <i>Patricia Henao Saavedra</i>	11c. Telephone <p style="text-align: center;">+57 3115896100</p> 11d. Email Address <p style="text-align: center;">phenao@pactworld.org</p>	
11b. Signature of Project Director or Other Responsible Official 	11e. Date May 30, 2025	
12a. Printed Name of Authorized Organizational Representative (AOR) Christy L. Smith Senior Director, Compliance, Grants and Contracts and Senior Legal Counselor-Pact	12c. Telephone <p style="text-align: center;">+1-202-466-5666</p> 12d. Email Address <p style="text-align: center;">csmith@pactworld.org</p>	
12b. Signature of Authorized Organizational Representative (AOR) 	12e. Date May 30, 2025	



Vamos Tejiendo

Final Report



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ACRONYMS LIST

AMOY	Association of Organized Women of Yolombó
CAL	Labor Attention Center
CIETI	Interinstitutional Committee for Eradication of Child Labor (in Spanish)
CMEP	Comprehensive Monitoring and Evaluation Plan
CL	Child Labor
CSO	Civil Society Organization
DPMS	Direct Participant Monitoring System
DRF	Data Report Form
EE	Educational Establishment
ENS	Union National School
GBV	Gender Based Violence
GESI	Gender Equity and Social Inclusion
GMP	Good Manufacturing Practices
GOR	Grant Officer's Representative
JAC	Community Action Boards (in Spanish)
MIAF	Childhood and adolescence roundtables
MOL	Ministry of Labor
MoU	Memorandum of Understanding
MR	Molienda Real
MSE	Micro- and Small Enterprises
OH	Outcome Harvesting
ONOF	National Organization of Cut-flower Workers
OSH	Occupational Safety and Healthy
PMP	Performance Monitoring Plan
PSA	Pre-Situational Analysis
PSLM	Corporación Por Si Las Moscas

RPMS	Popular Network of Women of the Savannah
SB	Sunshine Bouquet
TA	Technical assistance
TOC	Theory of Change
TPR	Technical Progress Report
USAID	US Agency for International Development
USDOL	US Department of Labor
VT	Vamos Tejiendo
WBR	World Bicycle Relief
WC	Women Circles

I. COUNTRY CONTEXT HIGHLIGHTS

Throughout the five-plus years of Vamos Tejiendo (VT) project implementation (December 2019- March 2025), several external situations impacted the project positively and negatively. While the biannual technical progress reports (TPR) compile relevant events during each performance period, the situations that had the greatest impact on the project are summarized here. First, the COVID-19 pandemic and the economic and social effects generated by the isolation significantly affected the project. In addition, the local elections (of mayors and governors) in 2023, for governors who began their mandates in January 2024, opened new opportunities for VT, although in some cases, also created less positive relationships. From an economic point of view, the exchange rate had significant fluctuations that affected the budget throughout the project, without changing the planned activities. Still, salaries and acquisitions could vary from what was initially budgeted, and in general, allowed us to extend the activities. The following is a summary of how these four situations impacted the project. The change of national government in August 2022 generated great expectations, but in reality, it did not have a major impact on the project. A government with a more leftist orientation and proposals for social changes translated into bills that have been largely rejected by the congress and did not have a major impact on the sectors in which the project worked. The following is an analysis of the three situations mentioned that had the greatest impact on the project.

COVID-19 had a profound impact on Colombia, affecting the economy, employment, public health, and daily life.

- **Impact on the economy:** The pandemic led to economic semi-paralysis in 2020, with the GDP falling by 15.7% in the second quarter of that year.¹ This resulted in an increase in unemployment and a decrease in economic activity, particularly affecting sectors such as commerce and tourism.² For VT, the semi-paralysis was felt mainly in direct activities, and the possibility of talking directly with the communities at the beginning of the project was delayed, although some communications could be done virtually. This resulted in a delayed creation of trust, which is more effectively achieved in person. However, this allowed the team to dig deep into the pre-situational analysis directly, giving the project the possibility to discuss in depth activities that required adjustments, and developing a more contextually-responsive implementation.
- **Work transformation:** The crisis accelerated the adoption of remote work and digitalization, and companies have had to adapt to hybrid and remote environments, which have changed the most in-demand job skills. This remains a reality. However, agriculture does not allow for virtuality, and from the very beginning of the pandemic crisis, flower producers, in particular, sought alternatives to maintain production. This allowed the project to apply, for example, the linkage to bicycles or considerations of protective equipment.
- **Social inequality:** The pandemic highlighted and deepened existing inequalities in the country. The most vulnerable populations, especially those in the informal labor market, were the hardest hit by

¹ A year of economies and jobs shaken by the virus, El Tiempo, 11/03/2021, [Coronavirus in Colombia: impact of covid-19 on the economy, El Tiempo](#), 11/03/2021.

² How does the COVID-19 crisis affect the Colombian economy, Universidad del Bosque 28/03/2025, [How does the COVID-19 crisis affect the Colombian economy, Universidad del Bosque](#) How does the COVID-19 crisis affect the Colombian economy? | Universidad El Bosque 28/03/2025,

the crisis³. In any case, the possibility of virtuality in agriculture is very limited- neither in the formality of flowers nor in the informality of panela can it be considered a remote or hybrid option. This forced people to continue working and companies to look for alternatives during the pandemic restrictions. Simultaneously, inequalities generated large mobilizations that also affected the economy.

- **Education:** The school closures and the transition to virtual education affected the learning of millions of students, particularly in rural areas with limited internet access⁴. This situation also impacted the project's access to youth work, which also delayed some of the project's activities. However, the project was able to partner with educational centers in areas where the children of women working in the flower and panela sectors study and work with them on understanding and preventing child labor.

Local elections and economic autonomy for women

On October 29, 2023, elections for mayors and governors were held in Colombia's 32 municipalities and more than 1,000 municipalities⁵. Among these, the citizens of the municipalities in which the project was implemented elected their mayors; and candidates presented their government programs to voters in the preceding months. VT worked with women's circles in Antioquia and Cundinamarca to show their interests and proposals to the candidates. Forums were held with most of the candidates, and the women still consider these events an achievement, highlighting their capabilities and empowerment. Among the proposals, the women included initiatives for women's economic autonomy. After the elections, the women also organized themselves to monitor the municipal development plans, ensuring that they included the issues proposed by them. The municipalities in which the project observed the greatest impact of this exercise were San Roque in Antioquia and Madrid in Cundinamarca.

Exchange Rate

Throughout the project's five years of implementation, the exchange rate fluctuated by almost 20% (between the lowest and highest values). While the VT proposal initially considered a rate of 3,150 pesos per dollar, the exchange rate reached its highest point at 5,083 pesos per dollar (Nov 7, 2022). This largely generated more resources in pesos, allowing the project to be extended in time.

The graph below shows the variations surrounding the project implementation period.⁶

³ La pandemia de COVID-19 en Colombia y los desafíos de la respuesta sanitaria; Revista Gerencia y Políticas de Salud, vol. 20, 2021; Pontificia Universidad Javeriana, [La pandemia de COVID-19 en Colombia y los desafíos de la respuesta sanitaria](#).

⁴ A year of pandemic: socio-economic impact of COVID-19 in Colombia, UNDP, 31/03/2021, [A year of pandemic: socio-economic impact of COVID-19 in Colombia | United Nations Development Program](#)

⁵ When will the final candidates be known? Key dates of the 2023 elections, 18/07/2023, El Espectador, [October elections: when will the candidates and other key dates of the 2023 electoral calendar be known | EL ESPECTADOR](#)

⁶ 10-year dollar price chart, 11/05/2025, Dólar Colombia Exchange rate, <https://www.dolar-colombia.com/grafica?num=3650>

Dollar Exchange Rate 2015 – 2025



Figure 1: Exchange rate over 10 years, 2015 – 2025

Source: <https://www.dolar-colombia.com/grafica?num=3650>.

Despite the frequent variation in the rate, VT worked to be as prudent as possible in its projections and, therefore, maintained the estimated rate at 4,100 pesos per dollar.

II. PROJECT PERFORMANCE AND NARRATIVE

In addition to the previously mentioned context, which is mainly related to situations external to the VT itself, it is worth highlighting at the beginning of this section some changes that occurred within the project throughout its operation, which affected the internal implementation context.

To begin with, between the effects of COVID-19 and the team's dedication to the Pre-situation Analysis (PSA), which allowed for a better understanding of the needs of women in both sectors and regions, it became increasingly evident that the project was focusing on two very distinct sectors- one in a more urban, formal setting, where many women are employed, as in the case of **cut-flowers**, and the other more rural, mostly informal and with little participation of women, as in the case of **panela**. At the same time, the Project Document emphasized some actions more in one sector than in the other. Although the project had delays in execution at startup in order to refine activities according to the improved contextual understanding, these adjustments ultimately led to greater impacts and more partners interested in participating. The cost-effectiveness and good achievements shown resulted in VT extensions in time, from 48 months to 72 months, and in resources, from 5 million USD to 6.1 million USD.

Also affecting the project's operations was the shifting of VT's USDOL supervisors (GOR), with whom VT worked with four during its implementation. These changes implied challenges, but more so brought new ideas and opened opportunities for the project at each stage.

Despite shifting external and internal context, VT has been intentionally implemented according to the project's Theory of Change (ToC), visualized in **Figure 2**, which posits:

- IF women and girls have solid knowledge and understanding of their rights and access to protections against labor violations and GBV, combined with the capacity to organize and mobilize to change practices and influence development planning and policies;

- And IF women and girls have the agency and choice to identify, pursue, achieve, and benefit from their own/collective economic ambitions in the panela and cut flower value chains;
- And IF government and private structures, formal and informal institutions, and markets enable, respect, and protect women's and girls' equal access to and control over economic resources and opportunities.
- THEN women and girls, regardless of their intersectional identities, are economically empowered to participate in the panela and cut flower value chains;
- LEADING TO the reduction of risk of child labor, forced labor, and other labor rights violations and of GBV for vulnerable women and girls in these select value chains.

Figure 2: Visual representation of the VT Theory of Change.



Figure 3: Visual representation of the levels at which VT works.



Building on the project's ToC, VT is also implemented according to its strategy that relies on improvements across all levels, as depicted in **Figure 3**. This strategy is underpinned by the key aim of preventing GBV, and the critical recognition of care work as an activity that limits women's time.

This document provides a summary of VT's activities and achievements in the cut flower and panela sectors in Antioquia and Cundinamarca departments. San Roque, Yolombó, and La Ceja in Antioquia, and Facatativá, Madrid, El Rosal, Funza, and Mosquera in Cundinamarca, following the ToC and strategy, while adjusting to the circumstances and context. While most of the activities intentionally targeted women, VT structured some actions with men, which were of great importance for cultural change for the empowerment of women. In the description of each activity below, it is clarified whether the project actively worked with men. In general, men also received the actions positively, which, through them, could benefit women.

During implementation, Vamos Tejiendo reached a total of 8,729 individuals, including 5,167 direct participants and 3,562 indirect participants. Of the direct participants, 4,477 were adults (3,450 women and 1,027 men) and 690 were adolescents (400 girls and 290 boys), who engaged in project services and activities such as livelihoods and training for both public and private sector actors. Regarding the participation by sector, 3,302 individuals were from the cut-flower sector and 1,865 individuals from the cut-flower sector.

Outcome1. Improved economic participation in quality jobs within the agricultural sector by women and adolescent girls identified as vulnerable to child labor, forced labor, and/or other violations of labor rights.

Highlights

Raise awareness campaigns

VT led more than 30 communicative campaigns that integrated digital and in-person formats, targeting the project's key audiences and advocacy territories in Antioquia and Cundinamarca, including women, youth, organizations, and institutions. Beyond the awareness effect of the campaigns, the biggest achievement was the empowerment of participants in these campaigns, and how the women and youth raised their voices through communication tools.

Promoting women's economic empowerment

VT promoted the economic empowerment of more than 122 women by consolidating their economic initiatives through the cultivation of organic ginger and products made from cane honey and panela, generating income for them and their families. More information on activities in outputs 1.3.3 and 1.4.4.

The Women's Circle

The project's best practices include the strengthening of women's empowerment, leadership, and participation, which enabled the creation of citizen agendas to influence government plans in each municipality, participation in decision-making spaces such as territorial planning councils, and the design of communication tools such as the podcast “Un Tintico con Panela por los Derechos de las Mujeres” (A Tintico with Panela for Women's Rights).

Supporting the Design and Endorsement of San Roque’s Public Policy for Women

Vamos Tejiendo supported the design, validation, and institutional endorsement of San Roque’s first public policy for women, which is set to benefit nearly 11,000 women and will be implemented over a 12-year period (2022–2034). The policy was developed through a participatory, four-phase process led by the project in coordination with the Mayor’s Office. The resulting policy consists of six strategic lines of action: Peacebuilding and Cultural Transformation; Economic Autonomy and Access to Assets; Health and Sexual and Reproductive Rights; Education with a Gender Approach; Participation in Decision-Making Spaces; and A Life Free from Violence. The project also facilitated the public launch of the policy and its Equal Opportunity Plan, during which a multi-stakeholder social pact was signed. Public and private institutions—including the Women’s Secretariat of Antioquia, SENA, the local hospital, the Municipal Council, Gramalote, and Comfenalco—formally committed to coordinated implementation of the plan’s actions.

Sub-Outcome 1.1 Vulnerable women and girls have an improved understanding of their rights.

Highlights:

Strengthening women's understanding of their rights: VT designed modules on labor rights that could be replicated in both urban areas with formal employment and rural areas with informal employment. This strategy promotes awareness of fundamental rights, care at work, the recovery of traditional knowledge, and training in occupational safety. (More information in activities 1.1.1.2 and 1.1.1.3).

Promotion of responsible and non-violent masculinities:

VT promoted training spaces with men from both productive sectors to reflect on masculinities, care, and the prevention of violence.

Training in communication tools: VT fostered participatory learning environments that strengthened communication as a means for exercising rights, highlighting the production of the CreArte podcast focused on the prevention of child labor at the Juan XXIII IEM and the creation of community murals in Yolombó and San Roque

Output 1.1.1 Participants trained as "promoters in labor citizenship" in target municipalities.

Activity 1.1.1.1. Conduct awareness raising activities on women's and girl's rights, labor violations, gender discrimination in the workplace, GBV, harassment, access to protection services, violation reporting systems and child labor through a variety of media customized based on the audience (i.e., communication campaigns; focus groups; workshops, social media, bulletins).

During the five years of its implementation, VT was able to strengthen the strategic management of communications through three approaches: Communication for Change and Social Development, Communication with a Gender Perspective, and Communication for Hope. These three approaches were key in the design of activities, since the aim of VT was to put communities at the center, as experts of their context and with the capacity to tell their own stories. Thus, the project not only dedicated its efforts to the creation of communication campaigns in digital format and in-person to raise awareness and call for action around key issues such as women's and girls' rights, labor violations, gender discrimination in the workplace, gender-based violence (GBV), care work, sorority, among others, but also managed to promote communication skills transfer processes, empowering women and young people in particular in the use of communication tools for the visibility of their stories and the vindication of their rights.

VT led more than 30 campaigns that integrated digital and in-person formats, targeting the project's key audiences and advocacy territories in Antioquia and Cundinamarca, including women, youth, organizations, and institutions. Among the most important campaigns were the commemorations of:

- November 25, the International Day for the Elimination of All Forms of Violence against Women and the 16 Days of Activism.
- February 14, the International Day of the Flower Workers.
- March 8, International Women's Day.
- October 15, the International Day of Rural Women.
- June 12, The Prevention of Child Labor.

To reach the target audiences, VT diversified the dissemination channels, thereby transcending social networks and impacting the territories in person. For this process, it was fundamental to promote alliances with municipal mayors' offices, local media, and community leaders.



Figure 4: Collage of communication campaigns.

In addition, VT provided spaces for the transfer of communication skills and tools to the participating communities in the project implementation territories (San Roque, Yolombó, La Ceja in Antioquia, and Facatativá, Madrid, El Rosal, and Mosquera in Cundinamarca), enabling the target audiences to become creators of their own content for different channels and media. In conclusion, it is important to note that most of the communication campaigns were enhanced through photographic and audiovisual coverage of events and workshops promoted by the other components, thus making the project's management, impacts, and sustainability over time more visible.



Figure 5: Collage of spaces for the transfer of communication skills and tools in Cundinamarca and Antioquia.

Awareness Raising Strategies

During project implementation, the GESI and Communications teams carried out multiple commemorations and campaigns, as mentioned earlier. These initiatives served as scenarios to raise community awareness on women's rights, GBV, the challenges faced by women in the workplace and promote the creation of support networks. Through workshops and meetings, it sought to promote a greater understanding of issues related to gender violence, economic autonomy, labor discrimination, and unpaid work. These actions, initially aimed at women, were also extended to men and young people, encouraging reflection on gender roles and gender violence and promoting access to complaint and protection mechanisms. This fostered an environment of equality and equity, aiming to close gender gaps.

VT worked to raise awareness, promote rights, and strengthen the economic autonomy of women in the municipalities of intervention (Facatativá, Funza, Madrid, Mosquera in Cundinamarca, San Roque, and Yolombó and La Ceja in Antioquia), reaching approximately 1000 people, including women leaders, high school and university students, members of the Community Action Boards JACs acronym in Spanish, and citizens in general.



Figure 6: Collage of events commemorating and raising awareness about women's rights and gender-based violence.

Flowers

In the case of Cundinamarca, VT promoted relationships with the municipal governments of Facatativá, Mosquera, El Rosal, and Madrid, as well as the Governor's Office of Cundinamarca and organizations such as World Bicycle Relief (WBR). These types of alliances enabled the implementation of actions that directly contributed to improving the living conditions of women in vulnerable sectors associated with the cut-flower value chain. For instance, in partnership with World Bicycle Relief (WBR) and Asocolflores, the project implemented the "A las flores en bici" strategy, donating 100 bicycles to women workers to increase their autonomy and improve their quality of life by enabling them to have easier access to training resources and their workplaces.



Figure 7: Training for the empowerment of women in the workplace, Sunshine Bouquet.

In Facatativá, VT developed workshops and awareness-raising activities in collaboration with the Mayor's Office and companies such as Flores Ipanema, Sunshine, and Agrícola Lumer. These activities addressed the prevention of GBV and provided information on available prevention and care routes. Approximately 130 female workers participated in these activities, which included workshops on feminist economics, gender violence, and the importance of self-care.

VT also promoted the empowerment of women in the workplace, holding 13 workshops in entities such as Sunshine Bouquet (SB), where it addressed issues of labor rights and the elimination of gender stereotypes in the workplace. In the case of the National Army in Facatativá, 113 people were sensitized on gender stereotypes and violence against women. This made it possible to question previously normalized practices and attitudes within the military sphere, promoting

greater awareness of institutional responsibility in guaranteeing dignified and non-victimizing treatment of women. By recognizing their role as agents of the State, the participants reinforced their commitment to respecting care routes and acting in accordance with the principles of due diligence, thus contributing to the consolidation of a more ethical and respectful response from the public sector.

In addition, as part of the CreArte strategy, it organized a workshop at the Juan XXIII Educational Institution in Facatativá, attended by 134 ninth- and tenth-grade students, to raise awareness among young people about gender violence and promote the creation of safe spaces within educational institutions.

Among the activities highlighted in the last year, VT accompanied the Madrid Women's Circle in the realization of the conversation "Sororidad, de la palabra a la acción" (*Sorority, from words to action*), linked to 25N, which 68 women attended.

Throughout the implementation, VT made significant progress in raising awareness of GBV, women's economic empowerment, and the importance of gender equality in various dimensions, including individual, family, collective, community, and labor.

Panela

For the Panela sector, VT collaborated with the local authorities of San Roque and Yolombó. It also strengthened local networks through women's organizations, such as the Association of Organized Women of Yolombó (AMOY) and the Northeast Women's Network, which actively participated in awareness-raising workshops, mobilizations, and initiatives with private companies that have a substantial territorial impact, including Gramalote.

In San Roque and Yolombó, the VT implemented a series of awareness-raising and training workshops aimed at transforming gender stereotypes and promoting women's economic autonomy. The activities carried out in these municipalities reached 532 individuals, including working women, young people, and members of the broader community. For instance, in the townships of San José del Nus and Cristales, 121 adolescents participated in workshops on gender stereotypes and romantic love, while in Yolombó, 20 men participated in workshops focused on redefining gender roles within their communities.



Figure 8: 25N Commemoration in San Roque.

Between 2024 and early 2025, within the framework of important commemorations such as Rural Women's Day on 25 March and International Women's Day on 8 March, the project led public conversations in San Roque and Yolombó, created spaces to raise awareness about care routes, and promoted mass mobilizations in favor of the defense and vindication of women's rights for a life free from violence, impacting more than 300 people.

These efforts have also strengthened support networks between women and local institutions, creating a more favorable environment for exercising their rights and actively participating in the economic and social life of their communities.

Activity 1.1.1.2. Design the contents and didactic material for a training program in "Promoters in Labor Citizenship" aimed at participant women and girls (ENS). The Training will focus on knowledge of labor rights standards, child labor, prevention, and reporting of forced labor, with a gender perspective adapted to the targeted supply chains.

In partnership with ENS, VT designed the labor citizenship modules to meet the needs of the population, taking into account the socioeconomic differences and labor conditions of the cut-flower and panela economic sectors.

The content of the training modules highlights the importance of promoting labor citizenship to reduce the gender gap, as a way to consolidate a more democratic society, and as a fundamental tool for women's empowerment in public policy formulation. Labor citizenship learning enables women to increase their leadership capacity within their communities and in their workplace, and to realize their potential as active members of society, both in developing a regional public agenda and in social dialogue with other stakeholders in the world of work.

Specifically, for **the cut-flower sector**, the training topics were:

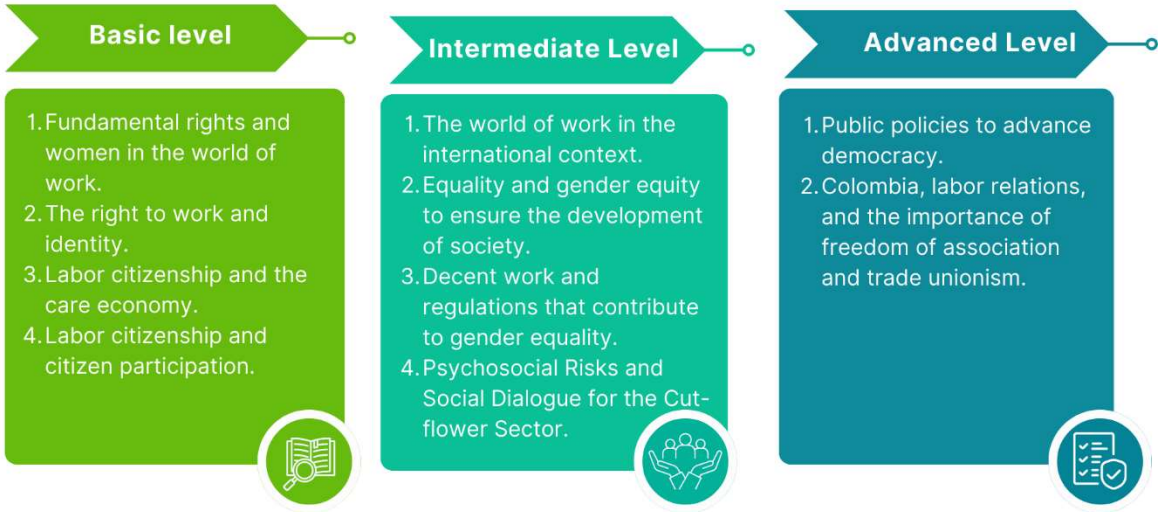


Figure 9: Training topics for the cut-flower sector.

For the content for the advance level modules, see *Annex G1_ Promoters in Labor Citizenship advance level modules*.

Considering that **the panela sector** is informal primarily, VT designed the following modules:



Figure 10: Modules for panaleta sector.

One of the key lessons learned from this activity is the importance of working in coordination with implementing partners to provide continuous feedback on methodological designs based on the first workshops in the communities. It is important to design content in simple language, using examples from people's daily lives, to ensure that participants can replicate what they have learned in the sessions. Similarly, for VT, it was crucial to work closely with ENS, continuously monitoring the quality of the information and accompanying the implementation of the workshops.

Activity 1.1.1.3. Deliver a training program in "Promoters in Labor Citizenship" at three levels (basic, intermediate, and advanced).

VT implemented the Promoters in Labor Citizenship training with 828 people, including 574 from the flower sector (511 women and 63 men) and 128 from the panaleta sector (73 women and 55 men).

Flowers

In the cut-flower sector, VT highlights the relationships established with private companies, such as Sunshine Bouquet and Flores San Juan, as well as unions including ONOF, Sintraflor, and Sintrainagro, for the implementation of training.



VT found that workers in the cut-flower sector were unaware of their fundamental labor rights, so the team focused the training on understanding the pillars of these rights. This allowed people to see how the rights materialize in their daily lives. For example, recognizing the type of contracting, legal working hours, employer commitments to worker welfare, and social security payments, among other aspects, focused on Colombian regulations.

Figure 11: Workshop on labor rights awareness in the flower industry.

Throughout the training process, VT worked with the women to understand the guarantees of labor rights and decent work, through the recognition of care work, the relationship between their lives and the work they perform. VT succeeded in getting the participants to adopt a critical attitude towards the recognition of women's rights in the workplace, particularly by identifying some situations that women face as workers within the company. Through the training, VT provided participants with tools to identify possible violations of their rights, enabling them to seek the fulfillment of these rights within the company and become interested in approaching entities that seek to defend their rights.

Complementing the benefits to workers, the training also had an impact on the company Flores San Juan, resulting in the creation of social dialogue tables aimed at improving working conditions in collaboration with the union organization present in the company.

During the implementation of the training, 188 people from the cut-flower sector enhanced their knowledge of labor rights, referral mechanisms, and labor regulations, thereby providing them with better tools for advocacy.

Panela

In the panela value chain sector, the training initially presented challenges because the content was not adapted to the daily life of farmers in the sector; for this reason, VT aligned the content so that people would have a better understanding.

During the training, VT highlighted three topics that had a positive impact on the participants:

Occupational Health and Safety: The participants implemented simple measures, such as posting signage to alert them to potential dangers in their businesses and farms, to prevent accidents and contribute to the well-being of those who frequent these sites.

Psychosocial Risks: The approach to rights for the campesino population is a concept that is far removed from their reality; therefore, VT emphasized the right to enjoy good health and a quality of life, enabling them to work in harmony and generate income. The participants learned about the concept of mental health in the workplace and the care pathways that support it.

Social Dialogue: The participants adopted this concept, drawing on the actions of peasant groups making change in their territories. These actions included promoting the trade of their products, emphasizing the importance of associative work, and advocating for the inclusion of women as articulators of change in the communities, as well as promoting female leadership positions in bodies such as the Community Action Boards (JACs). One of the actions carried out by the rural communities of Brazuelos and San Nicolás was advocacy with the local authorities of Yolombó to expedite the assignment of a teacher as the children and adolescents of the community had not been attending school since the end of 2023, increasing the risk of child labor and school dropout in the community. Thanks to this mobilization, since March 2024, the communities have had a teacher in the village.

As a result of the training in social dialogue, the participants understood that social dialogue is a mechanism where they can establish actions that promote welfare policies, training spaces, salary negotiations, among

other aspects. This enables both employers and employees to have good labor relations, strengthen conflict management mechanisms such as coexistence committees, and thus have a better working environment framed in the rights and welfare of people who contribute to the development of the value chain.

Activity 1.1.1.4. Facilitate interactive sessions to engage participants, women, girls, men, and boys as change agents to formulate localized messages and design awareness-raising activities to be implemented in their communities.

Since its inception, VT has implemented a series of activities aimed at strengthening the communication skills of women, youth, and local communities, promoting social mobilization, generating localized messages, and raising awareness of critical issues in their respective territories.



Figure 12: Workshop to strengthen communication skills, Juan XXIII School.

This process incorporated the development of cycles of workshops adapted to adult women in different contexts (women's circles, community managers, leaders and workers of both value chains) to close the digital gender gaps containing topics such as: the use of cell phones and their multiple applications, fakenews, cyber fraud and digital violence, use of WhatsApp, use of social networks such as Instagram and Facebook, recognition of artificial intelligences and basic photography and video workshop and editing tools. VT conducted 50 workshops with the participation of 866 adult women on this topic.

Concerning young people, the project carried out 11 training cycles in various communication tools, including video and photography, production of fanzines and collages, muralism and graffiti, and sound production (radio and podcast). VT presented the results of these processes through media festivals, where



Figure 13: CreArte with youth from Eduardo Aguilar School, Yolombó.

young people disseminated the products they had produced to the educational community, their families, and public institutions. The main themes addressed were the prevention of gender violence, cyberbullying, bullying, child labor, and the promotion of inclusion for diverse sexual orientations and gender identities. A total of 257 young people participated in these activities.

These workshops promoted the creation and dissemination of multichannel content, empowering participants to lead campaigns in their territories and strengthen community narratives that promote equality and social cohesion. Throughout these years, the project became a mediator for the creation of participatory learning spaces, fostering empowerment and the vindication of rights through communication.

Activity 1.1.1.5. Support change agents (project participants) to carry out these activities (e.g., roundtables, discussion groups) on labor exploitation, child labor, and gender norms tailored to the specificities of their communities.



Figure 14: Workshop on Nonviolent and Co-responsible Masculinities, Ecodula.

VT developed training processes on non-violent and co-responsible masculinities aimed at men in both value chains, with the participation of six men in Cundinamarca and 65 in Antioquia. The topics addressed had to do with identifying social gender norms, the impact of traditional masculinity in the culture and work environment, other possible masculinities seen from the perspective of care, and the prevention and eradication of all types of violence. This training process was based on the principles of Popular Education, prioritizing horizontality in relationships, the recognition of daily experience as a valid

source of knowledge, and the creation of a safe, welcoming, and non-judgmental environment, which promoted an experience of active, respectful, close, and, above all, pleasant participation.

This training process had significant impacts on multiple dimensions. On a personal level, it fostered the recognition of emotions, promoting a transformation in the way masculinity is understood and exercised. This translated into a greater willingness to express affection, assume responsibilities at home, and improve communication in their close relationships. At the relational level, it contributed to the construction of more respectful and egalitarian ties, reducing machista attitudes and favoring co-responsible practices in the family and at work. In the collective dimension, the process allowed the creation of safe spaces where men could critically question social gender norms, strengthening their commitment as agents of change in their communities, companies, or unions. Finally, the horizontal and experiential approach of the process allowed the lessons learned to feel close and applicable, which enhances their sustainability over time and the possibility of replicating them with other men.

Although the training process with men was not initially considered a specific strategy, its positive reception and sustained demand from the community made it possible to understand its relevance. This showed the importance of maintaining flexibility in the design of interventions, allowing for unplanned but relevant strategies to be integrated into the project. Active listening and adapting to the emerging needs of the territory were consolidated



Figure 15: Women's Circles of San Roque and Madrid.

as key lessons learned, as they not only increase the relevance and effectiveness of the actions but also strengthen the community's sense of belonging to the process, favoring its sustainability and the active commitment of those who participate.

In both territories, VT also implemented the Women's Circles (WC) strategy, whose main objective was to generate spaces for reflection every two weeks to strengthen women's knowledge on gender, empowerment, and citizen participation, promoting a collective construction of tools and strategies for social transformation and closing gender gaps. A total of 146 women participated in the three WCs: 45 in San Roque, 36 in Yolombó, 40 in Madrid, and 25 in Facatativá.

The Women's Circle strategy emerged as a response to the social, economic, and organizational needs of women in the project's impact territories. In Facatativá, the circle was developed in an urban context, while in San Roque and Yolombó it was adapted to rural and community dynamics. Despite the contextual differences, in all three municipalities, VT observed a common pattern: the transformation of women from being beneficiaries to active agents of change, both in their immediate environments and in their communities in general.

To achieve this, VT designed the following curricula:

General subject matter	Modules	Territory
GBV	Weaving Women's Narratives	Facatativá-San Roque and Yolombó
	Identification of GBV	
	Identification of care services	
	Care pathways for GBV prevention	
	Communication Tools for Social Mobilization	
	Complementary topic GBV	
Citizen Agendas	Pedagogical Pact and Prior Knowledge	Facatativá and Yolombó
	What is a citizen's agenda?	
	Gender Gaps and Agenda Building	
	Dreams and Agenda Building	
	Communication tools for social mobilization	
	Oversight and monitoring tools	
	Socialization of the agendas with the candidates	
	Complementary subject	
Citizen Oversight	Road to rights	Facatativá-San Roque and Yolombó
	Territorial Context	
	Development plans and budget tracker	
	Development plans and organization of resources	
	Citizen Oversight	
	Teamwork	

	Communication Tools 1 and 2	
	Personal Finance. Home Economics 1 and 2	
	Personal finance. Saving strategies 1 and 2	
Communication for Social Mobilization	Logo, Slogan, and social networking	Facatativá
	Training and communication pieces	
	communications plan	
Planning and Knowledge Management	Sorority tree sensitization.	Facatativá
	Systematization of living experiences.	
	Action plans	

The women's circles brought about a significant transformation in the participants. On a personal level, they strengthened their self-esteem, recognized their rights, and began to make more autonomous decisions, especially by identifying and questioning previously normalized forms of violence. At the collective level, the WCs consolidated support networks based on sisterhood and shared leadership, allowing many women to assume active roles in their communities. This process strengthened their organizational capacity and generated a collective mobilization aimed at gender equity and the defense of their rights.

In Facatativá (flowers) and Yolombó (Panela), this process allowed the participatory construction of a Women's Citizen Agenda, with concrete proposals aimed at improving their living conditions and influencing the formulation of public policies. In San Roque, women took ownership of existing public policies, actively participating in their review and updating. In both territories, participants transitioned from being observers to becoming active subjects of transformation, directly influencing the development of more inclusive and equitable local policies.

The process and creation of citizen agendas reflect the close relationship between the acquisition of women's autonomy and the decision-making spaces they can establish, both individually and collectively.

- **Advocacy and participation route:** VT through the GESI component, strengthened and promoted the institutional participation and advocacy of the Women's Circle by providing a key guide for publicizing the Citizen Agenda. This tool proposed five steps:

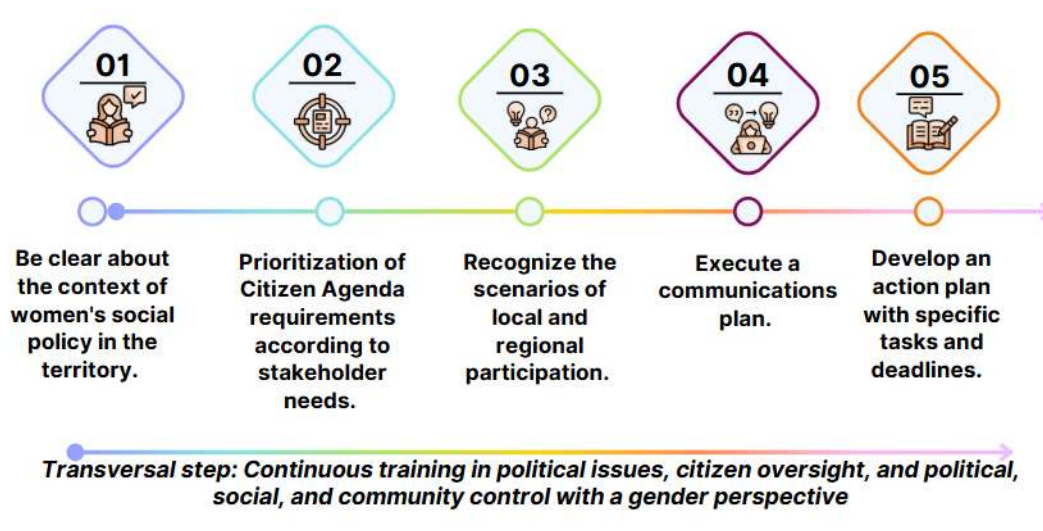


Figure 16: Steps for publicizing the Citizen Agenda.

In both territories, the women in the circles received training in life skills, including personal finance and local development planning. This process strengthened the participants' economic autonomy, improved their ability to make informed decisions about their resources, and enabled them to identify how to influence public policies to promote fairer and more equitable development in their communities.

Flowers

At the request of the gender committee of the *Sunshine Bouquet (SB)* company in La Ceja, Antioquia, the project carried out a training intervention for 35 men on sexual harassment in the workplace. Participants learned to identify inappropriate behavior and activate attention routes, and designed a poster with commitments that was exhibited in the company.

Panela

VT, in coordination with the Mayor's Office of San Roque, led a socialization scenario of the Public Policy for Women and its Equal Opportunity Plan. The signing of the inter-institutional social pact took place there, where public institutions such as the Department's Women's Secretariat, the General Hospital, National Training Services SENA (*from its acronym in Spanish*), the Municipal Council, the Government Secretariat, the Municipal Police and the Municipal Police; and private institutions such as Gramalote, the Chamber of Commerce, the Bertha Ramírez Foundation, Comfenalco and San Roque 2030 committed themselves to specific actions of the equality plan in an articulated and coordinated manner from the social policy.

Activity 1.1.1.6. Collaborate with these change agents to partner with one another and share communication material with communities

To promote the transfer and replicability of communication content developed not only by the project but also directly by the communities and value groups, VT considered it essential to provide and share materials that could be useful for decision-makers, especially in public institutions and companies. This aspect included research, infographics with data, and the design of attention routes to violence, among other aspects.

Notable processes and products developed during the reporting years include:

1. **[Perception Study](#)**: A key document that analyzes the narratives of women in the flower and panela value chains from four main categories: personal context, family context, power relations in the domestic sphere, community context, and power relations in the public sphere, as well as gender social norms. This study, developed in partnership with universities such as EAFIT and the Universidad de Antioquia, highlights the challenges faced by women in exercising their rights and proposes methodologies with a gender perspective to address these issues.
2. **[Podcast "Un Tintico con Panela por los Derechos de las Mujeres"](#)**: This podcast features a first season of four episodes, developed in conjunction with the Women's Circle of Yolombó, that address issues such as economic autonomy, political participation, creating a citizens' agenda, and a life free from violence. The second season was co-created with the Women's Circle of San Roque to address issues such as sorority, entrepreneurship, economic autonomy, and alternatives for the eradication of GBV.
3. **[Podcast CreArte IE Juan XXIII](#)**: Young people from grades 10 and 11 at IE Juan XXIII created a podcast consisting of four chapters that address topics such as Mental Health and Bullying Prevention, Child Labor, prevention of GBV, and Environmental Care.
4. **Community audiovisual and graphic productions**: The women of the El Secreto de Sunshine Bouquet (SB) farm produced 11 videos highlighting issues such as the care economy and labor rights. Additionally, the young participants in the project developed 26 communication pieces, including photographs, reels, radio programs, and murals, addressing topics such as sexual and reproductive health, violence prevention, and healthy relationships.
5. **[Community Murals](#)**: Two outstanding murals were painted in the Yolombó Mayor's Office and in the San Roque House of Culture by young people from the territory. These works visualize themes such as the recognition of female panela workers and the importance of healthy relationships to prevent violence, located in strategic spaces with high community traffic.
6. **Social Networks for Community Communication**: VT supported the creation of platforms, such as the Instagram account for the Women's Circle of Facatativá, and the graphic image and channels of the Popular Network of Women of the Sabana (RPMS), to strengthening women's communication strategies and their interaction with the communities.
7. **Graphic and training materials**: VT created posters and graphic content to promote the artistic training schools among the young people of Juan XXIII, as well as infographics and care routes that support the communities on issues such as prevention of GBV and labor rights.

These products not only stood out for their content but also for their impact in raising awareness, participation, and empowerment within the communities, serving as key pieces in the project's social transformation strategy. ([Explore some content here](#))



Figure 17: Collage of key activities, including Podcast and Murals.

Sub-Outcome 1.2 Vulnerable women and girls have access to protections against child labor, forced labor, and other violations of labor rights.

Highlights:

Training process for the National Police:

VT designed and implemented exclusive content to strengthen the response capabilities of members of the National Police as first responders in the GBV care routes for the prevention and assistance of GBV.

Decentralized fairs for services along the care routes for the prevention and assistance of GBV

VT led the organization of fairs where different institutions such as the Family Protection Offices, hospitals, the National Police, the Ombudsman's Office, and the Inspectorate provided their services outside their facilities and during extended hours, which facilitated women's access to institutional care services.

Output 1.2.1 stakeholders trained on access protections against labor violations and GBV.

Activity 1.2.1.1. Develop the capacities of stakeholders through training (including civil society organizations - CSOs) who conduct awareness-raising activities (multipliers) under Output 1.1.1 to identify vulnerable cases among participants attending the activities, understand and share principles of safe and ethical data collection, and learn protection referral pathways or linkages to community-based organizations (CSOs) that can support access to services.

For both territories, the project designed a training strategy that would allow the development of capacities for the identification of cases of rights violations and the activation of GBV prevention and care routes:

- Importance of measuring and monitoring GBV.
- Violence against women as a security issue.
- Challenges and importance of articulating mechanisms⁷
- Care Pathways (routes): Institutional Barriers and Responsibilities.
- Recognition of experiences in the comprehensive approach to GBV cases.
- How to develop GBV diagnostics.

A total of 194 people participated in this training process, comprising 43 men and 151 women who belonged to key institutions involved in prevention and care processes, such as family police stations, hospitals, municipal councils, women's organizations, and local authorities.

Flowers

The project strengthened the technical capacities of the following entities:

Women and Gender team of the Facatativá Mayor's Office

The Nutrinfantil Foundation trained its team in recognizing violence, care routes, and actions in cases of GBV. This same foundation received sustained technical assistance to incorporate corporate social responsibility in the activation of routes and protocols, promoting a culture of prevention within the private sector. It also provided technical support to the Facatativá Coordination Committee for the formulation of an intersectoral action plan, integrating strategies such as the National Police's Purple Patrol.

It also designed a training process exclusively for members of the National Police, consisting of 4 modules of two hours each, which consisted of the appropriation of the following topics:

- General information on GBV: gender, violence, and women's human rights within the framework of Law 1257 of 2008
- Due diligence and care routes for victims of GBV.
- Rights of victims of GBV and police competencies as first responders.

Panela

In San Roque, VT provided practical tools to reduce institutional barriers in access to care routes; in Yolombó, it held a subregional meeting to share experiences, deepen knowledge on different types of violence, and transfer pedagogical methodologies. It also strengthened training in due diligence for addressing cases with a gender focus and trained health sector professionals in dignified and effective care for women victims, in coordination with Gramalote and Profamilia.

⁷ Scenarios of coordination, articulation, agreement and advice of the different authorities that are part of the GBV attention route. Among the articulating mechanisms are San Roque, Yolombó y Facatativá.

Activity 1.2.1.2. Develop and disseminate information on referral pathways for support, and the access to referrals for promoters (change agents and project participants as relevant) and CSOs, emphasizing a commitment to confidentiality and the Do No Harm.

Between 2020 and 2024, VT developed a strategy of awareness-raising and guidance on the dissemination of the routes of attention to gender violence and labor rights violations, with direct impact on communities in the cut-flower and panaleta sectors. As a result, 213 people (42 men and 171 women) were sensitized in both value chains, reflecting significant progress in guaranteeing the right to a life free from violence and in the articulation of public and private actors in the prevention and attention to these problems.

One of the strategies to be highlighted was the development of institutional service fairs to facilitate access to key institutional services such as the family police station, the Secretary of Health and the local hospital, empowering women to recognize and access the protection and justice services available. These fairs were sometimes held inside the cut-flower companies during the workday, and in the panaleta sector in decentralized locations in urban centers.

Additionally, VT managed articulations with governmental and private entities to ensure the delivery and replicability of the routes, including municipal councils.

Flowers



Figure 18: Service fair at Sunshine Bouquet.

VT strengthened the knowledge of female workers and institutional actors about care mechanisms through workshops, fairs, training, and alliances with companies such as Sunshine Bouquet, Ipanema Flowers, and Agrícola Lumer in Cundinamarca, as well as Jardines de San Nicolás, Lolita Flores, and Jardines del Sol in Antioquia. VT promoted community trust and expanded territorial coverage with activities in Facatativá and La Ceja, integrating educational spaces such as the Universidad de Cundinamarca.

Paneta



Figure 19: Inclusive Governance Workshop for the Councilors of the Municipality of San Roque.

VT promoted rural women's access to key information on care services, coordinating actions with local authorities in San Roque and Yolombó. VT conducted fairs, workshops, and training processes aimed at women and members of the Roundtables for the Eradication of Violence, as well as key institutions such as police stations, hospitals, and municipal councils. These actions enhanced the institutional response capacity and empowered women to utilize the available resources.

Activity 1.2.1.3. Following any awareness-raising activity and only with the participants' consent, Pact and ENS will accompany CSOs to collect contact information of vulnerable cases and will coordinate with relevant institutions according to the particular situation (e.g., family commissaries, attorney general, Ombudsman, police) to follow up with these cases, ensure their uptake of services, and troubleshoot challenges in access, such as illiteracy, discrimination, and lack of trust.

Between 2020 and 2024, VT established a network of trust and collaboration with communities and institutions responsible for protecting women's rights, providing comprehensive assistance to the most vulnerable cases, and contributing to the construction of a safer environment for women. In this way, the project achieved significant progress in monitoring and follow-up of cases of GBV in its areas of impact. Through the implementation of awareness-raising, training, and accompaniment strategies, the project facilitated women's access to justice and protection services. Additionally, to overcome obstacles to access, such as a lack of trust and discrimination, VT implemented a reactive care strategy, prioritizing the most urgent cases and providing logistical support, including transportation for victims in high-risk situations.

Panela

VT accompanied five women (four in Yolombó and one in San Roque) who decided to report GBV, facilitating their access to justice in collaboration with local authorities. Additionally, the project strengthened its alliances by contacting the Center for Attention to Diversity and Gender at the University of Antioquia to sign a letter of intent for receiving and managing cases in the municipalities of San Roque and Yolombó.

Output 1.2.2 Participants have access to protections against labor violations and GBV.

Activity 1.2.2.1. Refer girls and women workers under severe situations requiring action for the protection and or restoration of rights at work, under agreed protocols of care and referral to institutional services available in each sector (panela and cut flowers) and region, through the CAL (workers' rights center)

Flowers

VT accompanied six women (two in Mosquera, one in Facatativá, one in Funza, one in Madrid, and one in Bojacá) for labor violations in temporary companies that provided services to cut-flower companies. They were referred to CAL.

Activity 1.2.2.2. Follow up on the status of legal actions carried out through the CAL, both administrative and judicial.

Flowers

VT provided timely legal assistance to women in the cut-flower sector who faced violations of their labor rights. Thanks to the training processes on labor citizenship developed by VT, six women identified irregular situations and were able to access care routes with the support of the legal team at the Escuela Nacional Sindical (ENS). Both cases were referred to the Labor Attention Center (CAL) for management.

With CAL intervention and resolution, the cases previously reported were satisfactorily closed. This experience demonstrates the effectiveness of the articulation between training spaces, legal support, and institutional mechanisms, thus strengthening the protection of women's labor rights in the cut-flower sector.

Activity 1.2.2.3. Coordinate through facilitation of working committees with international organizations, such as UNICEF and the International Labor Organization (ILO), and Colombian CSOs to offer training on protection services case management.

As part of its inter-institutional coordination strategy, VT facilitated a meeting between Sunshine Bouquet's Corporate Social Responsibility Office and the national coordinator of the "Sustainable Supply Chains to Build Back Better" project of the International Labor Organization (ILO). This initiative aimed to provide technical advice, training, and support to supply chains in the agribusiness sector in Colombia on workplace safety issues.

Within this framework, VT organized the first technical visit to a Sunshine Bouquet (SB) farm, in coordination with the company's Health and Safety area. During the visit, it reviewed the operational activities and presented a technical assistance proposal aimed at strengthening working conditions. The ILO welcomed the company's openness and began to prepare preliminary recommendations, including ergonomic adjustments in the bouquet section, where inadequate heights for workers were identified, and suggestions on incentive and retention policies in response to high turnover and absenteeism.

This collaboration represented a significant step forward in strengthening more dignified and sustainable working conditions in the cut-flower chain, through technical dialogue between private sector actors, international organizations, and VT.

Sub Outcome 1.3 Vulnerable women and girls have enhanced skills.

Highlights

- 854 completed technical skills training, helping them to qualify their knowledge to consolidate economic initiatives in the panela value chain and improve their knowledge to sustain their jobs in the cut-flower sector.
- VT promoted the creation of 20 economic initiatives in the panela value chain led by women in Antioquia.
- VT promoted the prevention of child labor by connecting young people with educational opportunities and supporting them in accessing higher education.

Output 1.3.1 Participants trained in soft skills in target municipalities.

Activity 1.3.1.1. Co-develop or integrate demand-driven soft skills and information on labor rights with different actors and into SENA's existing agricultural training curricula.

VT designed the life skills curricula and contents taking into account the characteristics of the population and the economic sectors in which VT was implemented. This design considers the different dimensions⁸ in which women live their lives.

⁸ **The Individual Dimension:** This is also referred to as the **personal context**. It is the first of four macro categories derived from Bronfenbrenner's ecological model approach, used in studies like the VT Perception Study. This dimension allows for the identification of the **attributes associated with the identity of each person**. These attributes are influenced by social norms regarding appropriate feminine and masculine behavior or deviations from these stereotypes.

The Family Dimension: This dimension is referred to as the **family context and relationships of power between men and women in the domestic sphere**. It is the second macro category from the ecological model approach. Relates to how men and women interact, particularly in their relationships as family members and caregivers.

The Productive Dimension: While not explicitly named "Productive Dimension" as a specific category alongside the others in the ecological model, the sources extensively discuss the **productive participation of women and adolescents** within the project's two target **value chains**: cut flowers and panela. The project research activities are designed to understand the dynamics of this participation and identify obstacles and opportunities for their economic empowerment within these chains. The analysis of the value chains includes mapping the stages of production, transformation, marketing, and distribution, as well as examining labor practices and working conditions.

The Institutional Dimension: This dimension involves analysis and engagement with **institutional stakeholders** in the target sectors and geographies. It encompasses the understanding of the perspectives of **government agencies, private sector actors (companies, farm owners, businesses), labor authorities, unions, cooperatives, and civil society organizations (CSOs)**. The mapping and analysis of the **system, stakeholders, and institutional services** available are part of this dimension. This includes identifying access to institutional services. and understanding the practices of public and private sector actors that contribute to expanding or reducing the limitations faced by women and adolescent girls. Working in coordination with territorial institutions on issues like public policies, access to justice, and addressing gender stereotypes is highlighted within this institutional context.



Figure 20: Dimensions of women's lives.

VT considered the recommendations of private sector allies to design content related to the daily lives of workers in the cut-flower industry, aiming to improve their labor relations, refresh their knowledge of fundamental rights, and update them on their labor rights in accordance with Colombian regulations. Likewise, VT designed the contents according to the time provided by the companies, to transmit clear and replicable messages to the workers.

For the panala and rural sectors, VT focused the curriculum on strengthening autonomy and analyzing the implications of care work for women to achieve economic autonomy. VT also designed content to strengthen leadership and political advocacy through the development of women's circles.

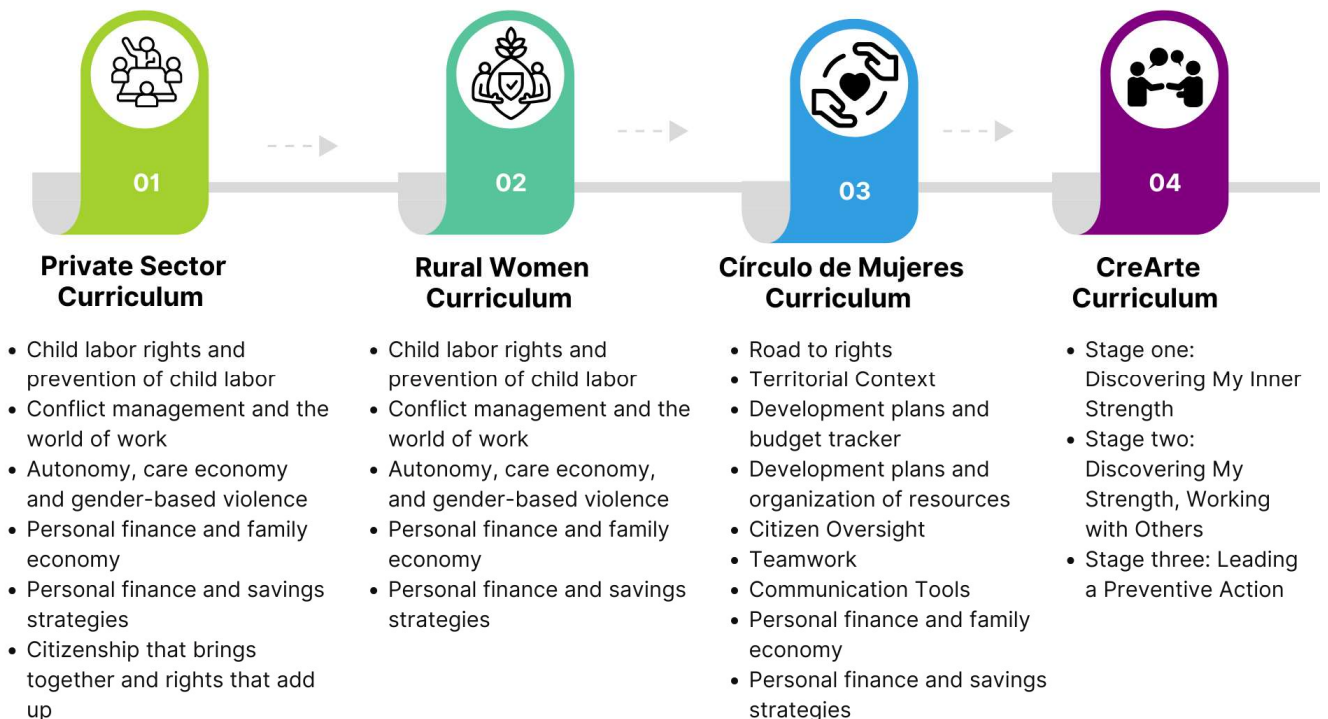


Figure 21: Curricula designed by Vamos Tejiendo.

It is worth mentioning that VT developed a workshop with a pedagogical approach focused on the prevention and eradication of child labor, which was implemented in collaboration with young people and their parents. This approach facilitated a sensitization process that has generated changes in the perception

of Child Labor (CL) in the communities, as well as in the strategies to mitigate it. This achievement highlights the positive impact of the project in raising awareness and social mobilization, strengthening the commitment of families and young people in the fight against child labor.

To generate sustainable processes, VT carried out methodological transfers of the curricula to various stakeholders in the territories, including women's and youth groups, teachers, and public officials.

Activity 1.3.1.2. Link participants to unions, cooperatives, and NGOs to receive soft skills training.

VT trained 715 adults, including 686 women and 29 men, in soft skills; where 419 women from Cundinamarca and 267 women from Antioquia. 1831 women participated in at least one soft skill workshop throughout the implementation of 30 soft skills training curricula cohorts.



Figure 22: Life Skills Workshop with women workers from Sunshine Bouquet.

As mentioned in activity 1.3.1.1, VT designed different methodologies and strategies for working with women to develop this activity, taking into account the socio-cultural and economic differences in both value chains.

Flowers:

Through VT's initial work with women workers of the company SB, VT gained insight into the dynamics of women's lives as cut-flower workers, where the overload of care work was one of the issues that prevented women from expressing

their emotions in a safe environment. Similarly, VT emphasized that for this group of women, teamwork was a fundamental concept for improving the quality of their work relationships, as their jobs are dependent processes that require coordination and communication between production areas to achieve the final results.

Panela:

VT recognized that the lack of time and income was a constraint for rural women to participate in the project trainings offered. Thus, VT generated co-responsibility agreements with the women, where VT covered the women's travel expenses, and in return, the women dedicated about six hours of their time to attend each training. Generating co-responsibility agreements helped women feel valued and listened to, and allowed for a high rate of women's participation throughout the project.



Figure 23: Life Skills Workshop, Barro Blanco village – Yolombó.

With this strategy, the project enabled the women of San Roque and Yolombó to become acquainted with other villages in their municipality, thereby reinforcing their identity as rural women with extensive knowledge of the panela value chain.

Through the meetings, the women made visible the roles they play in the panela value chain, from various jobs in the domestic sphere and the paid productive sphere. This recognition generated empathy among the

women, which in some cases manifested itself in support actions to resolve situations that threatened their rights. Further, the women reflected on their socially assigned place in the value chain, which enabled them to seek alternatives for their economic empowerment. The role played by women in agricultural tasks is often undervalued and, in many cases, unpaid, as this work is assumed to be part of the caregiving responsibilities historically carried out by women.

For women in both sectors, it was important to strengthen their skills to improve aspects of their personal, family, and work lives. Recognizing that without economic autonomy, they have no voice within their households, and that a paid job gives them autonomy in decision-making within their families. They also recognized that GBV limits their autonomy and understood the importance of being able to discuss this issue in an educational environment within their companies, as well as having access to referral routes. They also valued and appreciated the openness and flexibility of their immediate supervisors, who allowed them to attend life skills training sessions once a week.

In both territories, women defined life skills training as a space for psychosocial and emotional support, since throughout their lives, women have lived through situations of violence where they have not had the psychological help to understand each of these experiences.

CreArte and Child Labor Prevention

VT designed a pedagogical approach focused on the prevention and eradication of CL, which was implemented with young people and their parents. This approach facilitated an awareness-raising process that has generated significant changes in the perception of child labor in the communities, as well as in the strategies to mitigate this problem. This achievement highlights the positive impact of the project on awareness and social mobilization, strengthening the commitment of families and young people in the fight against CL.

A significant achievement in CL prevention and eradication training was the expansion of this initiative beyond the school classroom, reaching homes and the broader community. The young people, after acquiring valuable knowledge, shared the information with their parents and peers, thus promoting greater awareness and sensitization to the problem of child labor in their environment.

VT implemented the Adjusted Ficha Reloj, a tool used to follow up on cases of suspected Child Labor (CL) and Hazardous Child Labor (HCL). This process included direct observation and continuous interaction with the youth involved. As a result, there was better identification of cases and a deeper understanding of the conditions in which these young people find themselves, such as their work status. The actions carried out made it possible to establish a solid foundation for interventions and the development of effective strategies to promote and foster the participation in relevant academic and cultural institutional activities and services available in their municipality for the prevention and eradication of child labor in the community. (See *further details in M&E section*).

VT worked with 286 young people in Antioquia and Cundinamarca, implementing the CreArte methodology. Of which 147 from Facatativá, 55 in San Roque and 84 in Yolombó. Comprising 144 women and 142 men.

“Cójale la Caña” strategy was designed by Vamos Tejiendo for youth in Antioquia to strengthen their life skills and raise awareness about child labor prevention. Through this strategy, young people and educational institutions were able to:

- Make youth-led initiatives visible within the framework of child labor prevention.
- Support youth agency in participation spaces within their municipalities.
- Share and exchange change initiatives developed under the CreArte framework between young people and local institutions

Young people developed initiatives for change and shared them with other young people within the framework of CreArte, focusing on the prevention of child labor and the worst forms of adolescent labor.

Taking into account the youth strategy for Antioquia "Cójale la caña", VT linked the training processes of life skills and prevention of child labor, the project highlights that young people strengthened their relationships from school and multiplying them in scenarios such as youth groups and other forms of organization that the municipal administration (San Roque - Yolombó) have supported for the participation and projection of young people in the territory. Young people developed initiatives for change and shared them with other young people within the framework of CreArte, focusing on the prevention of child labor and the worst forms of adolescent labor.



Figure 24: CreArte at IER San Juan, Cabild campus, San Roque.

In the Educational Establishment (EE) Eduardo Aguilar and EE La Floresta, located in Yolombó, as well as in San Roque (EE Cabildo and Jardín, and EE San José del Nus), the implementation of CreArte generated a transformative impact on student coexistence and changed the way of thinking about the normalization of Child Labor. In these schools, the young people created five murals to raise their voices about child labor, and the visual impact of the murals contributed to the care and conservation of the physical spaces, generating a sense of belonging in the two

municipalities. Further, the development of the photography course with the young people of San Roque also had a significant impact on them, making the importance of artistic manifestations visible and having an impact on their territories.

Organizations such as Departmental Digital University of Antioquia (IU), the collective “Entre Calles Cañas y Montañas”, the victims association, and the Collective Jóvenes Campistas of Yolombó, had a direct influence on the participation of young people, empowerment and recognition of territorial processes, and, in turn, the positioning of issues such as the prevention of Child Labor. The young people emphasized that the support of both public sector institutions and private organizations strengthened, boosted, and revitalized the intervention, the vocational orientation of the young people, and their political commitment in the two territories.



Figure 25: CreArte with youth from Juan XXIII School.

In Cundinamarca, 85 students linked to the CreArte methodology worked collaboratively to produce four podcast episodes. The episodes focused on raising awareness of mental health issues in the student community, GBV, environmental care, and the prevention of child labor. This is a visible achievement of how the young people, through the accompaniment of the project, became agents of change in their communities, raising their voices to make visible the issues that young people face in their communities.

The implementation of CreArte with young people led to empowerment and critical thinking of the students, who have found in research and media communication a way to express their concerns and contribute to the welfare of their territory.

VT donated some of the equipment needed to start the construction of the school radio station at the Juan XXIII Educational Institution. It also provided support to the core group of students interested in participating in this initiative, thus strengthening the development of the radio station and encouraging the commitment and participation of the educational community.

Activity 1.3.1.3. Create spaces for exchange experiences participants of different municipalities and sectors such as workshops, meeting exchanges, communication activities to connect women who successfully complete soft skills training to other women in their communities and their value chain, so that they bring good practices and lessons learned to their communities can transfer thereby amplifying reach, impact, and sustainability.

During the project's lifespan, 193 women participated in six exchange experiences in Antioquia and Cundinamarca.

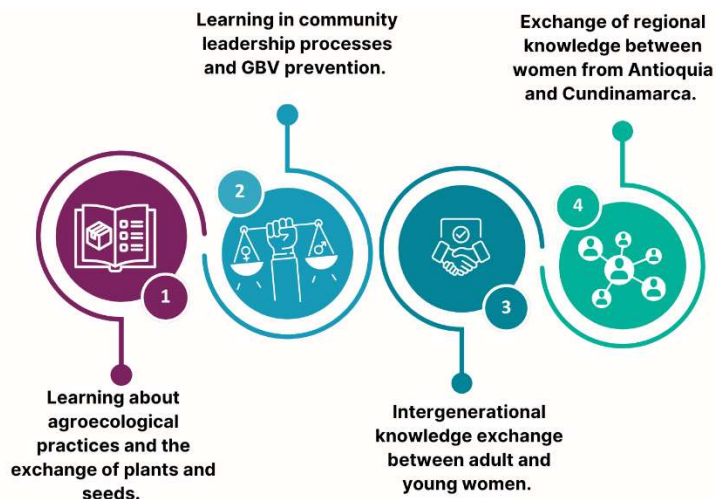


Figure 26: Topics for experience and knowledge exchange.

The development of these spaces allowed women to share success stories about their leadership and the construction of their economic autonomy. The women reported the exchange experiences as a good practice, as they were spaces where they had the opportunity to participate as leaders in these meetings. They also emphasized that, in the exchanges, they demonstrated their co-responsibility for the project, making it clear that they are multipliers of knowledge.

Output 1.3.2 Participants trained in technical skills based on market demands in target value chains.

Activity 1.3.2.1. Through contracts, small grants or partnerships support technical training providers to tailor their existing training offering, making them more responsive to market demands and skills gaps in the target value chains, and deliver training to participants.

During implementation, VT consolidated alliances with relevant actors to provide the following training processes to strengthen women's technical and soft skills:



Figure 27: Women who participated in the training process on agroecological practices (AMOY).

Contract with Amoy: The purpose of this contract was to provide training in agroecological practices to 60 women from San Roque and Yolombó. *Activity 1.3.2.2 describes the results of this partnership.*

Contract with Por Si Las Moscas: The objective of this contract was to provide skills training for the women of the Santa Marta village in Facativá. This alliance also aimed to strengthen the leaders of the organization in project management.

Contract with Molienda Real: The objective of this contract was promoting and developing the individual and collective capacities of the participating communities in Antioquia through technical assistance processes aimed at helping small producers develop strategies to promote their food production chains,

strengthen their competitiveness and ensure their sustainability. Molienda Real's contract also included a commercial management component, an alliance model in associativity, and productive inclusion. The development of this contract facilitated progress in activities related to outputs 1.4.2 and 1.4.4.

Activity 1.3.2.2. Provide technical skills based on market demands and skills gaps in target value chains through SENA and other organizations offering training.



Figure 28: Women who completed the Basic Cooking course, San Roque.

VT developed a solid alliance with SENA in both territories, achieving certified training of 198 women in technical skills. In Antioquia, 83 women participated in the Panela Entrepreneurship Training course, 13 in Basic Cooking and 42 in Food handling Training. In Cundinamarca, 33 women received training in Occupational Safety and Healthy (OSH) and 20 in Entrepreneurial Behavior, seven food handling training. Further, 47 women completed training in Agroecological Practices, which was carried out in alliance with AMOY; 585 completed training in personal finance and savings strategies; and 24 women completed training in Environmental School. In total VT provided

training in Technical Skill to 854 individuals during the life of the project.

Panela:

Training in agroecological practices: the women learned how to reduce the use of agrochemicals, protect biodiversity, diversify production, ensure food security, improve farm resilience to climate change, and promote recognition of the contributions of women and men in farm management.

Personal finance and savings strategies: Participants acquired skills to accurately diagnose their debt capacity and understand the risks, benefits, and opportunities associated with their spending, thus contributing to better money management and family economic stability. Participants stated that they are implementing a monthly family budget, which represents a significant step towards improving their financial management. This initiative reflects their commitment to more conscious and organized financial management, enabling them to optimize the use of their economic resources and achieve their family goals. This process not only strengthened their ability to manage their finances effectively but also fostered a sense of community and mutual support among them.

The women who participated in the financial workshop were able to identify and understand economic violence as a form of abuse derived from inadequate money management. Through a process of sensitization, they have become aware of the impact of this problem, especially for those who lack their own income. A significant advancement has been the recognition of the importance of economic empowerment as a fundamental tool to break cycles of violence and promote inclusive economic growth.

Panelera entrepreneur: the women learned how to make products from panela honey other than panela; this knowledge contributes to the diversification of the chain's products and enables the women to devise their own enterprises that contribute to their economic autonomy. This course was the first impetus for women to think about creating an economic initiative.

Occupational Health and Safety Course: Following the training sessions, the project observed that the women were interested in learning how the Occupational Health and Safety System functions. They applied this knowledge in their own work environment and compared the existing legislation with the norms being applied to the workers by their company.

Basic and Healthy Cooking Course: The women participants learned how to prepare food using farm products, created healthy menus, and enhanced their knowledge in food service provision.

As a result of the technical training courses, women took the first steps to establish their economic initiatives. This result is described further in Output 1.3.3.

Youth Rural Schools: In partnership with Molienda Real, VT is implementing rural schools with 25 youth (11 to 21 years old) from various Yolombó veredas. The objective of these schools is to promote knowledge exchange about the agricultural development of their territories, demonstrating to young people the potential value of promoting agricultural value chains. These rural schools have conducted sessions focusing on the production of bio-inputs, organic management plans, and product development.

Activity 1.3.2.3. Connect soft skills trained participants to technical training institutions, other EQUAL training options, platforms to access work-based learning opportunities, financial services to grow their businesses, or job linkage services.

VT connected the women participants with various institutional services through different platforms, taking into account that one of the main characteristics of women is the limited time available to access institutional and educational services or learn about care routes.

VT, through alliances with educational institutions, employment and economic development offices, women's secretaries, among other institutions, held institutional service fairs in Antioquia and Cundinamarca.



Figure 29: D-PanelArte: Women entrepreneurs producing flavored powdered panela, El Diamante village, San Roque.

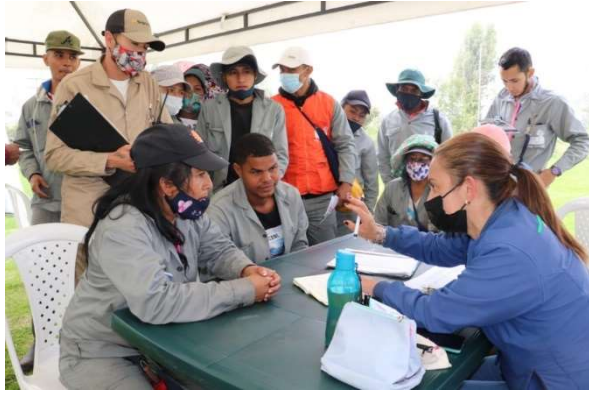


Figure 30: Service Fair at Sunshine Bouquet, 2022.

In partnership with Sunshine Bouquet and the Mayor's Office of Facatativá, VT carried out an institutional services fair in June 2022. The objective of the fair was to share the institutional services offered by the municipality of Facatativá with individuals working on the El Recuerdo farm, where the team is implementing the training program.

During 2023 and 2024, VT facilitated service fairs in Antioquia. The participating women received information about banking services offered by various institutions, including Bancolombia, Banco Agrario, and savings cooperatives such as Comfenalco, CFA Cooperativa Financiera, and Coosanroque. The women showed particular interest in savings cooperatives, likely due to the challenges they face in accessing the pension system.

To promote access to higher education, the project organized two vocational guidance fairs. The first fair was held in Yolombó, in which around 120 young people participated. The objective was to connect the offerings from universities and training institutions with the municipality's productive vocation.

The second fair, held in Facatativá at the Juan XXIII Educational Institution, brought together 98 young people, five educational institutions (both public and private), and three municipal administration agencies, which offered various options at technical, technological, and university levels. This event resulted in an increase in the number of academic registrations, evidencing the students' interest in continuing their academic education and the effectiveness of the fair as a link between the institutions and the educational community. VT followed up with the leaders of CreArte, and 10 participants reported registering to pursue further studies after receiving the fair's information.

Output 1.3.3 Women and girls have strengthened capacity in self-employment and/or entrepreneurship.

Activity 1.3.3.1. Develop the capacity of participants in business organization and planning, marketing strategy, communication and negotiation, management of micro- and small enterprises (MSE), and financial management (for participants interested in establishing their own businesses in entrepreneurship).

VT implemented a two-stage training program to develop business ideas, which 58 women completed. In the first stage, the women learned: 1. Evaluation and economic viability of their business ideas through the analysis of the financial aspects of their production process, 2. Production costs, pricing strategies, and 3. Sales projections and production capacity assessment.

In the second stage of training, the women strengthened their entrepreneurial and associative capacities through ideation and design of their brand.

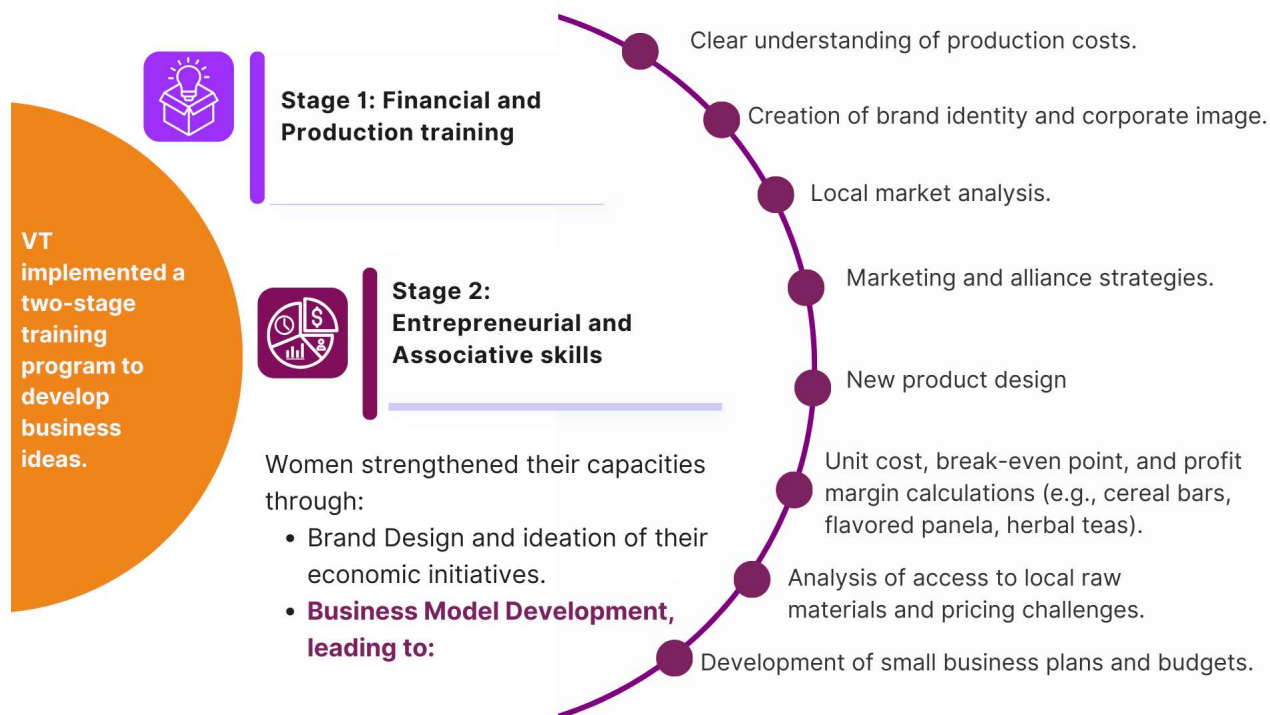


Figure 31: Two-stage training program to develop business ideas.

Activity 1.3.3.2. Support participants to develop and submit business plans pertinent to activities in the target value chains.

Between 2023 and 2024, VT together with the participating women successfully created the following economic initiatives in the municipalities of San Roque and Yolombó.

NO.	Municipality	# of Members	Product	Product brand
1	San Roque	8	Production of flavored pulverized panela powder	D-PanelArte
2	San Roque	1	Cappuccino powder	Mara Capuchino
3	San Roque	1	Flavored block bread	Villa Luz
4	San Roque	1	Cereal Bars	Nel
5	San Roque	1	Coconut chips	Nury Delights
6	San Roque	1	Coconut chips	Marlopdelights

7	San Roque	1	Pulverized bread	Ecodula
8	Yolombó	12	Product Store	Knowledge and Flavors Store
9	Yolombó	1	Sandwich	San Juan
10	Yolombó	2	Coconut chips	Sweet Enchantment
11	Yolombó	5	Cereal Bars	The Ruby Delights
12	Yolombó	2	Cappuccino powder	Sweet Coffe
13	Yolombó	2	Coconut chips	Ruby Sea
14	Yolombó	1	Orange Appetizer	Orange
15	Yolombó	1	Cappuccino powder	Zamael
16	Yolombó	1	Artisanal Orange Wine	Eden
17	Yolombó	1	Cereal Bars	Kafelicia
18	Yolombó	4	Aromatized Cane Honey	Melodelicias
19	Yolombó	5	Flavored cane honey	Delibeng
20	Yolombó	7	Cultivation of ginger, turmeric and derived products	Golden Root

VT provided the women with elements such as equipment, raw materials, and supplies to start and/or strengthen their economic initiatives and create branding for the initiatives. Pact also donated computers used in Somos Tesoro, which were financed by USDOL, as well as two projects funded by USAID that closed in 2023. Thanks to this donation, the group initiatives can maintain digital records of inventory, accounting, and costing.

Activity 1.3.3.3. Strengthen selected business plans, in some cases connecting to market actors (e.g., purchasers, packagers, etc.) to help implement these plans and create linkages with actors that may help implement them

Members of the economic initiatives mentioned in Activity 1.3.3.2 currently participate in the farmers' markets of San Roque and Yolombó where they have a weekly space to sell their products, thanks to alliances with the municipal administrations.



Figure 32: 'Saberes y Sabores' Women's Store from Yolombó at the Entrepreneurship Fair in San Roque.

One of the key achievements of this output was the consolidation of the business model and the formalization of the Women's Shop, *Sabores y Saberes* of Yolombó, which sells handcrafted products made by women in the municipality. The women's store is a fixed space open to the public, making it the first and only commercial window created for local women entrepreneurs to promote economic autonomy. The store's business model aims to tackle the issue of insufficient spaces for advertising and marketing products made by women in the municipality, primarily handicrafts and food,

which restricts their ability to generate income. Its purpose is to enhance women's economic autonomy in Yolombó and the Northeast sub-region while integrating territorial roots and the local value. The value proposal creates commercial opportunities for women producers and artisans, revitalizes local communities, activates corporate and individual networks that value identity and local production, and supports the growth of micro and small producers/artisans. Currently, the store comprises three formalized women's organizations, with around 64 women.

Activity 1.3.3.4. Work with SENA and sub-granted training service providers to tailor their existing training offerings, making them more responsive to market demands and skills gaps in the target value chains, and deliver training to participants.

VT established a formal alliance with SENA in the municipalities where the project was implemented. It is important to highlight the partnership with this institution in Antioquia, as it successfully conducted four additional cohorts of the "Panela Entrepreneurship" training. For the project, having a solid alliance with SENA represented an opportunity to connect women with a quality and sustainable academic offer, given that the institution has become aware of the training needs of women in the panela value chain and has become more sensitive to the gaps in access to education and the overburden of care work.

Sub Outcome 1.4 Vulnerable women and girls have increased opportunities for economic advancement.

Highlights:

In partnership with Molienda Real, the community company Ecodula exported 20 tons of conventional panela to Spain.

54 panela and ginger producers were certified as organic producers by the certifier CERTIMEX. This certificate enables them to sell to European Union markets with the EU seal (848/2018).13 tons of organic ginger were harvested by the women of San Roque and Yolombó, generating their first income.

Output 1.4.1 Participants have on-the-job technical assistance and access to material support.

Activity 1.4.1.1. Engage with SENA and universities to provide on the job TA to participants already engaged in the target value chains on good agricultural practices, financing, marketing, association/cooperative formation.

Through the contract with Molienda Real (MR), the project successfully linked Eswomen and 35 men from San Roque and Yolombó to improve their panela crops and promote the planting of turmeric and ginger, through specialized technical assistance (TA) in agroecological practices for the development of organic crops.

TA for organic ginger focused on the following topics:



Figure 33: TA for Organic Ginger topics.

TA for the production of panela and the standardization of processes for product development included:



Figure 34: TA for the production of panela and the standardization of processes for product development.

The TA's achievements in terms of productive advancement are described in the following activities, which demonstrate income generation for the participating women.

Activity 1.4.1.2. Facilitate connections with extension officers within municipal agricultural units of the Ministry of Agriculture to meet participants' needs and offer participants on the job technical assistance (e.g., better production processes to facilitate certification, access to markets and finances).

Between 2023 and 2024, through the alliance between VT and MR, 57 women and men received technical assistance in crop improvement and product processes to obtain certification as organic producers of panela and ginger.



Figure 35: Women participating in the ginger farming initiative in Yolombó.

To achieve crop improvement, VT supported producers with 1,000 kilos of agricultural inputs and 1,000 kilos of organic ginger seed. Thanks to this support, 28 people now have better production units and have increased their capacity for producing organic fertilizers, translating to a decrease in the production costs of these crops.

As a result of the initial planting, the women harvested 13 tons of organic ginger. Although the expected yield was higher, it was affected by weather-related issues and soil factors.

However, this milestone is key to the economic momentum of the group of women who are planting this product for the first time.

During the technical assistance process, qualified personnel in organic standards carried out follow-up and auditing processes to ensure that producers continued to incorporate the good practices learned and did not jeopardize the certification process. The constant monitoring enabled those with strengthened capacities to develop more rigorous tools for crop sustainability.



Figure 36: Knowledge acquired by participants in organic ginger cultivation.

In addition, 45 participants (43 women, 2 men) from Yolombó and San Roque received training focused on regulatory compliance in key aspects of health registration for food products. Participants learned about labeling standards, good manufacturing practices (GMP), risk management associated with production, and requirements for food marketing.

Activity 1.4.1.3. Grant subawards to support on the job technical assistance providers or local organizations to provide on the job TA to participants engaged in small-scale livelihoods deliver training to participants .

During VT implementation, the team supported the following organizations with subcontracts to strengthen their knowledge in project implementation and build capacity within their communities.

- **Contract with Amoy** promoted knowledge of agroecological practices among 86 women in San Roque and Yolombó.
- **Contract with Corporación Por Si las Moscas** promoted the recognition of life skills and the prevention of GBV among 16 women in Facatativá.
- **Contract with Molienda Real** strengthened the management, administrative, and internal control capacities of the community company ECODULA.

VT's sub-granting strategy aimed to enhance the capacity of local organizations by providing them with resources to implement sustainable projects. In the long run, this strategy sought to guarantee the sustainability of organizations operating in the project's target municipalities.

Output 1.4.2 Associations, cooperatives, small enterprises, and unions in the panales and cut flowers value chains trained in technical or soft skills related to targeted value chains.

Activity 1.4.2.1. Facilitate and accompany local organizations to manage subgrants to provide capacity building through workshops, mentoring and training (e.g., conflict management; offered through 1.3); governance, technical assistance on production processes in panales, access to market information, cost-effective information-sharing with members, bargaining power, access to finance) to small businesses, associations, cooperatives and unions, across panales and cut flower sector.

VT accompanied the following organizations throughout the project's execution, promoting and enhancing their capacities in financial management, governance within the organization, resource management, and team management.

Asociación de mujeres organizadas de Yolombó AMOY: AMOY improved its financial and administrative management capabilities; and developed an advocacy plan with the municipal administration of Yolombó that reflected the needs of rural women for agricultural technical assistance, productive projects, and income generation.

Corporación Por Si Las Moscas (PSLM): One of the most outstanding achievements was accompanying Corporación Por Si Las Moscas in its registration as a non-profit organization, which was a crucial step for the organization's leaders to secure contracts to implement their mission. The organization demonstrated that its team has the capacity to carry out activities on fundamental rights, GBV, economic autonomy, and information systematization processes, which is why VT contracted PSLM as a service provider.

Empresa Comunitaria Mi Dulce Labor ECODULA: Ecodula made significant progress in organizing and systematizing administrative, legal, and accounting processes, as well as human resources, internal regulations for workers and members, and governance of its board of directors. The most outstanding achievement was the election of Diana Pulgarín as the first woman in the organization to serve as manager and legal representative. Diana has more than 10 years of experience in the panales value chain and extensive knowledge of crop issues. VT assisted [Diana Pulgarín](#) in strengthening her managerial and administrative skills. Diana's life story was highlighted in USDOL's social networks. [ILAB-USDOL LinkedIn article about Diana Pulgarín](#)

Popular Network of Women of the Savannah (RPMS):



The results of the strengthening plan are:

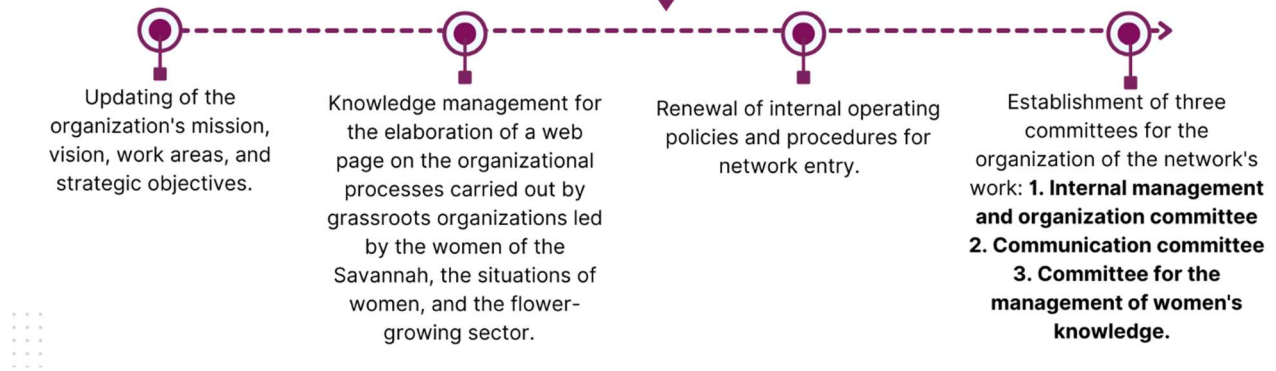


Figure 37: Popular Network of Women of the Savannah.

Activity 1.4.2.2. Support existing cooperatives, associations, women's organizations and groups in the target value chains to strengthen their relationships and collective power by providing individual training to members of current cooperatives, associations, organization, soft skills (e.g., conflict management;); offered through output 1.3.1, And hard skills (in organizational capacity e.g., formalization and registration as entity, human resources, management, financial) Additional strengthening activities may include technical assistance on production processes in panales and panales, access to market information, cost-effective information-sharing with members, membership expansion to include women and girls, bargaining power, access to finance for members.

For this activity, one of the most notable achievements has been the support to the community enterprise ECODULA and the support to the economic initiatives of the *San Rocanas, Raíz Dorada* and the *Saberes y Sabores Women's Store*.

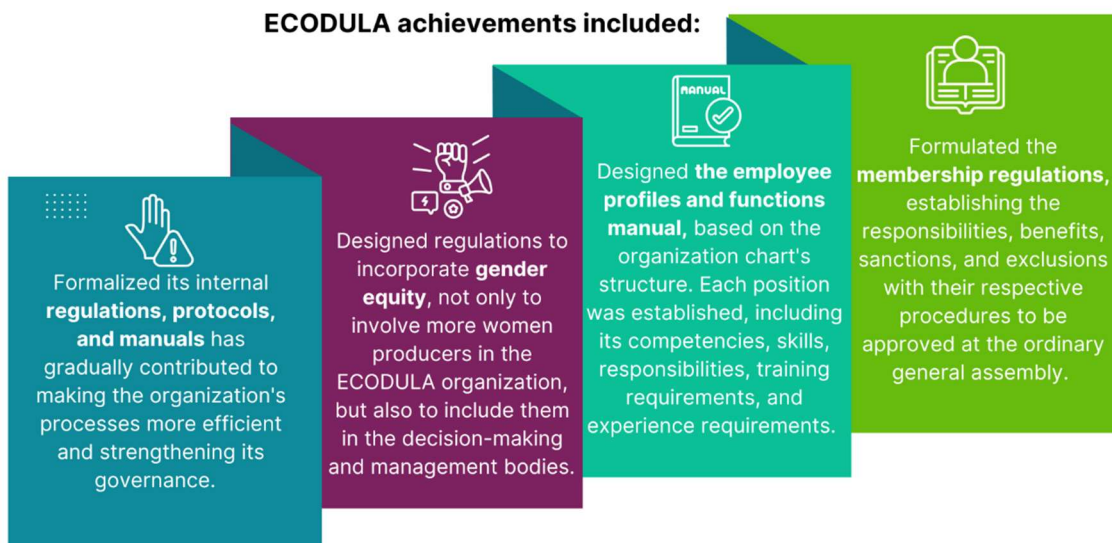


Figure 38: ECODULA achievements.

The women’s store *Saberes y Sabores, Las San Rocanas, and Raíz Dorada* have strengthened their associative base to take the first steps towards formalization, improving administrative, commercial, and accounting management practices. Currently, these economic initiatives have the competencies and skills to ensure the sustainability of their enterprises, innovating in products based on ginger and flavored panela.

VT supported the Las San Rocanas group in obtaining their sanitary registration, a key aspect for the sustainability of this economic initiative. This certificate opens the door for formal buyers to purchase their products and is valid until 2033.

Currently, as a result of VT's accompaniment and the skills developed by the leaders of the Women's Store, they have achieved sales for 2024 totaling \$35,982,800. Notably, January saw the highest sales volume, at \$4,510,500, followed by March (\$3,607,500) and October (\$3,514,700). The total number of products sold during the year was 3,082.

Activity 1.4.2.3. Support associations, cooperatives, groups, etc. in certifying and developing links with markets and external economic and policy actors, such as governments (as possible vendors during fairs) and the research community (e.g., universities); and link cooperatives for knowledge-sharing.

The results of this activity are among the greatest achievements in terms of project productivity, as 54 women and men from San Roque and Yolombó have obtained organic certification from CERTIMEX and BIOTROPICO. These seals provide endorsement that their panela and ginger crops are suitable for commercialization in the markets of the United States, Canada, Europe, and the Colombian market.

In particular, the group of women ginger producers is the only one in the country that holds both certifications; there is no evidence of other groups of women producers holding these organic seals.

Maintaining the organic seal is a challenge, but thanks to MR's support, producers have the necessary knowledge to renew their certification in 2025.

MR monitoring and follow-up consisted of internal inspections in the production units with the following monitoring and evaluation criteria:



Figure 39: Monitoring and evaluation criteria for inspections at production units.

Activity 1.4.2.4. Support associations, cooperatives, small enterprises, and unions access finance and credits (e.g., linkages to micro-finance institutions [Bancamía] and projects such as USAID's Colombia Agribusiness Fund, proving necessary training to establishing community saving groups such as WORTH⁹ methodology

Initially, the women did not have productive projects or economic initiatives to access financial services; and therefore, VT first focused on financial education through training in personal finance and family economics. The next stage involved technical training to produce products using panela honey, which enabled the women to develop their economic initiatives.

As mentioned in the activities of output 1.3.3, the women first acquired knowledge of entrepreneurship, and from there they were able to determine whether there was a way to access credit. In this sense, the project provided them with inputs and materials for the development of their products and connected them with local markets to initiate sales.

Finally, taking into account the maturity stage of the economic ventures and taking the Do No Harm (DNH) approach, it was determined that these initiatives are not yet mature enough to acquire credits banking entities that may generate a debt that the entrepreneurs cannot sustain. Thus the project worked on connections to local markets and commercial alliances for the initial generation of income for them to continue strengthening their economic initiatives.

Output 1.4.3 Trained participants receive job placement in the target value chain.

Activity 1.4.3.1. Secure commitments by cut flower sector actors to employ participants who graduate from training program or receive required technical training. Based on needs identified by private cut flower sector.

This activity represented great challenges for VT; however, the project was able to learn more about the labor linkage processes of the flower sector; and established a solid alliance with the Social Responsibility team of Sunshine Bouquet Company to work on the welfare of women workers, recognizing the importance of permanence in employment for women. Sunshine Bouquet recognizes the important work that women workers do; and therefore, a high percentage of women workers have a labor contract of more than one year.

As a non-profit entity, Pact Colombia lacks the endorsement to serve as a labor intermediary for public employment services. For this reason, VT collaborated with the employment offices of Madrid and El Rosal to provide employment preparation workshops for individuals from these municipalities. Further, VT had advanced a Memorandum of Understanding (MoU) with Comfenalco Antioquia to work in an articulated

⁹ <https://www.pactworld.org/worth-program>

WORTH is an award-winning micro-banking program that empowers women to lift themselves and each other out of poverty. WORTH's unique model brings women and older girls together in groups of 20 to 25 to save money, access credit and start small businesses. Unlike, micro-lending and many other development programs, WORTH provides no capital or seed money. Members are required to make small savings deposits at weekly meetings, and when groups' funds grow large enough, members may begin taking loans, which they use to start small businesses.

manner, promoting inclusive employment in flower companies in the East of Antioquia; however, given the early termination of the project, this initiative could not be carried out.

Output 1.4.4 Trained participants receive market linkages in the target value chains.

Activity 1.4.4.1. Link trapiches or panela producers interested in improving production capacity or certifications to private sector investment or participation in additional market. In output 1.4.1

Molienda Real (MR) continues to be in communication with representatives of the Import Promotion Desk (IPD) in Germany where representatives have indicated that, following their visit in November 2024, the ginger crops are meeting their expectations for a first purchase by the end of 2025.

The MR team conducted a price validation in the international market for organic ginger, establishing a reference range between US\$2.5 and US\$3 per kilogram. This analysis has been fundamental in determining the economic viability of the export process, ensuring that prices are competitive, in order to meet the expectations of the producers.

Activity 1.4.4.2. Identify and connect the groups from output 1.4.2 and project participants to events that bring together cooperatives, agricultural investors, and the private sector (e.g., Nutresa Group, Molienda Real) to facilitate market linkages and encourage transactions between the different groups.

In August 2024, thanks to the alliance between MR and Ecodula, promoted by VT, Ecodula successfully secured the sale of 20 tons of panela for the international market, specifically for Spain, in conventional format, i.e., round panela. This business opened an important door for Ecodula as it enabled the company to carry out its first export process.

Further, MR made recurring purchases of pulverized panela from Ecodula, valued at 37,636 USD, equivalent to 150,544,750 million pesos. MR paid 5,846 USD, or 25,678,720 COP, to the 13 women who cultivated the ginger as payment for their work in planting, harvesting, and post-harvesting the ginger.

By October 2025, MR made a commitment to the women ginger producers to purchase the entire harvest from the planting carried out in October 2024.

An important milestone for the economic initiatives was the management of alliances with commercial windows in San Roque and Yolombó; these alliances are currently in effect, guaranteeing the sale of products from women entrepreneurs.

Outcome 2: Improved practices by government and private sector actors to reduce vulnerability of women and girls of legal working age to child labor, forced labor, and other violations of labor rights within the agricultural sector.

Community managers strategy: The public-private partnership between VT, the mayor of San Roque and Gramalote stands out as a good practice that involved the participation of 64 women leaders of the Community Action Boards (JAC). This is not only because it makes the use of technical and financial resources of the partners more efficient, but also because it provides visibility to women's leadership, promotes the

participation and voice of women in decision-making spaces and strengthens their economic autonomy. Its success has inspired the replication of the model in Mosquera, Cundinamarca (more information activity 2.1.1.3).



Figure 40: Gestoras Comunes, San Roque.

“A las flores en bici”: VT, in collaboration with WBR, Asocolflores, and local partners, including the Government of Cundinamarca and the municipalities of Facatativá and Funza, distributed 100 bicycles equipped with safety kits to workers at Flores La Conchita and Jardines de los Andes, as well as to members of the National Organization of Cut-flower Workers (ONOF). This action, developed in coordination with the public and private sectors, improved the mobility, family economy, and health of women workers (see Activity 2.2.2.3 for more information).



Figure 41: Bicycle distribution in partnership with World Bicycle Relief, Asocolflores, and local allies in Cundinamarca.

Inter-institutional roundtable of the cut-flower sector: Through the leadership of the Ministry of Labor and the participation of VT, eight unions and organizations supporting the sector, a space for consultation was established. Here, workers were able to generate recommendations to the Ministry of Labor and the inspection process, unify their voices and create joint work agendas, and become more aware of their labor rights and gender gaps, which ultimately strengthened their advocacy capacity to overcome the weaknesses of the cut-flower sector in labor matters (More information activity 2.1.2.2).



Figure 42: Meeting of women from the cut flower industry unión.

Sub outcome 2.1: Improved practices by government actors to reduce women's and girls' vulnerability to labor violations and improve economic participation in the agricultural sector.

Strengthening women's leadership and representation: VT promoted the political participation of women in Yolombó, Antioquia, and Facatativá, Cundinamarca, by training candidates for municipal councils, holding seven forums with mayoral candidates, and presenting citizen agendas in the Territorial Planning Councils. These actions tripled the representation of women in municipal councils and ensured that the proposals of women from the cut-flower and panela sectors were included in development plans, thereby consolidating their influence on public decision-making (more information in Activity 2.1.1.3).

Improved public sector practices: VT strengthened public sector practices to reduce women's vulnerabilities and prevent child labor, standing out for its contribution to the construction and updating of public policies on women and gender in Facatativá and San Roque. VT had an impact on the creation of CIETI work plans in San Roque, Yolombó, Facatativá, Madrid, and El Rosal, the first two being inactive for 10 years. In addition, VT trained more than 300 public officials in gender mainstreaming training, promoting its application in development plans and public projects, such as the defense of initiatives for women's economic empowerment in Yolombó. These comprehensive actions have broken down stereotypes, guaranteed rights, and promoted significant transformations in the communities (More information on activities 2.1.1.2, 2.1.2.1, and 2.1.5.2).

Output 2.1.1 Women and girls participate in local development planning.

Activity 2.1.1.1. Identify necessities of municipal/ departmental actors around assurance of participation of women and girls in design and implementation of inclusive development plans.

VT conducted needs assessments of 25 key actors (12 in Antioquia and 13 in Cundinamarca), including the Interinstitutional Committees for the Eradication of Child Labor (CIETI) at the departmental and local levels, Women's Advisory Councils, private companies, municipal government departments, Family Police Stations, and Violence Eradication Committees.

Through the process of needs identification, the project inquired about the status of the organizations and roundtables' formation and operations, complaint routes and mechanisms, training and knowledge management among members, awareness raising, level of information about the territory, and women's

participation. The results of the process allowed VT to define priorities in terms of training for officials, technical assistance, training for women, and promotion of women's voices in public decision-making spaces.

Activity 2.1.1.2. Implement trainings on inclusive governance for local officials. Provide TA through structured assessments and planning for the departmental and municipal government actors to ensure information, public meetings, and budgetary planning processes are accessible to participants and that for reviewing and continuously improving engagement processes exist.

From February to November 2024, VT trained 326 public officials on inclusive governance mechanisms and gender mainstreaming.

The time and prioritization required for public officials to address gender issues were the most significant barriers to developing the training program. However, VT's strategy to overcome these obstacles was:

1. Work with the new government teams of the administrations elected in October 2023.
2. Develop four modules within an extended workday to prevent dropout.
3. Link training topics to the national and international legal framework, as well as to the priorities defined by the national development plan (2022-2026) in terms of gender equity.
4. Tailor the following three priority areas according to the specific types of civil servants:



Figure 43: Three priority areas for specific types of public officials.

Some of the results from the VT training process are as follows:

- Public officials established specific commitments and courses of action to promote the guarantee of women's rights.
- Officials applied relevant concepts to formulate public plans and projects that enhance women's economic autonomy; for example, the Yolombó planning secretary's presented to the municipal council to validate the construction of a women's store.
- Inclusion of the gender perspective in the development plans of San Roque and Yolombó.

Activity 2.1.1.3. Mentor members of civil society, youth councils, cooperatives in target value chains, and legal and women's groups on local development planning at the municipal/departmental levels, gender-

sensitive budgeting principles, communication strategies, advocacy for participants' needs, and demanding accountability on investment plans and public expenditures.

VT trained 392 women in local development planning, gender-responsive budgeting, citizen participation, leadership, promotion of women's needs, and advocacy. The strategy of VT consisted of articulating different interest groups and establishing work plans with each one according to their interests and fields of action:

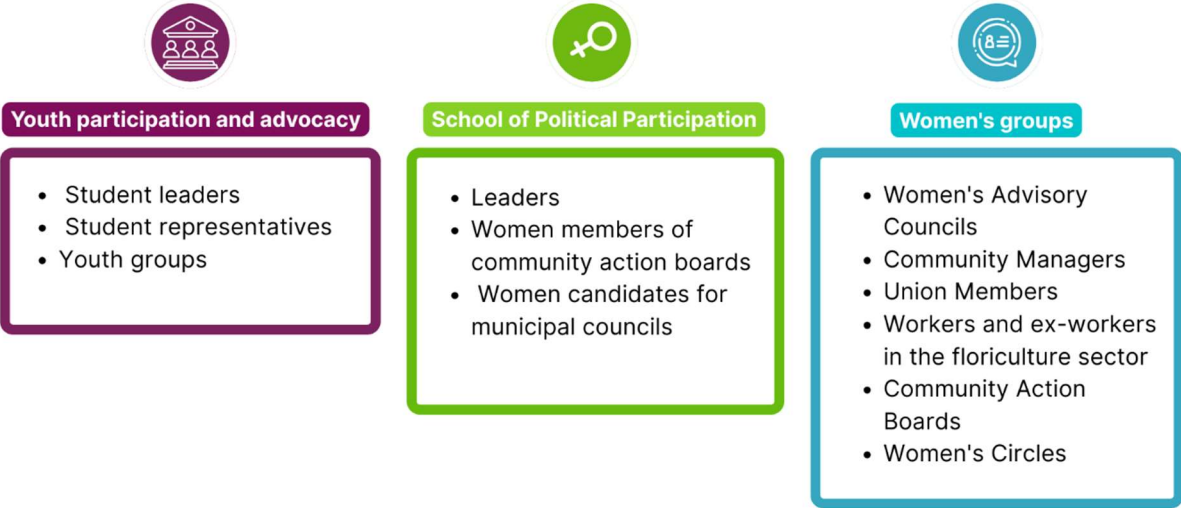


Figure 44: Stakeholders for local development advocacy.

Some of the most noteworthy results of the strategy were as follows:

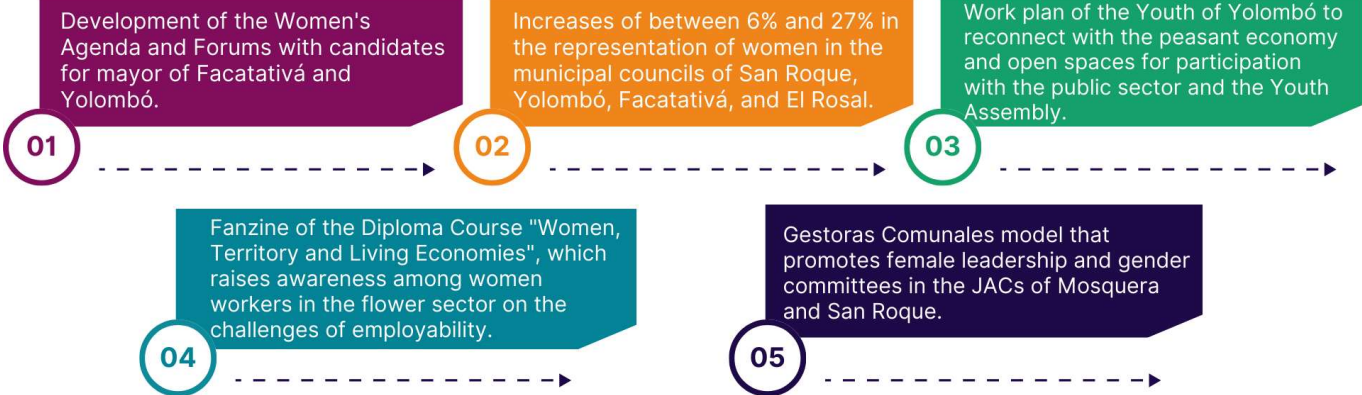


Figure 45: Notable achievements of the training strategy in local development planning, gender-responsive budgeting, citizen participation, etc.

Activity 2.1.1.4. Monitor application of new skills of officials and citizenry in inclusive development planning through tools like Hagamos Control Ciudadano, a social oversight audit model.

In line with the training on gender mainstreaming for the civil service and the strategy for youth participation and advocacy, VT administered a pre and post knowledge test to a sample of each group of civil servants and civil society members participating in the training sessions.

In accordance with the three approaches to the training of officials (described in activity 2.1.1.2) and the work sessions on youth advocacy (activity 2.1.1.3), VT monitored the application of knowledge on:

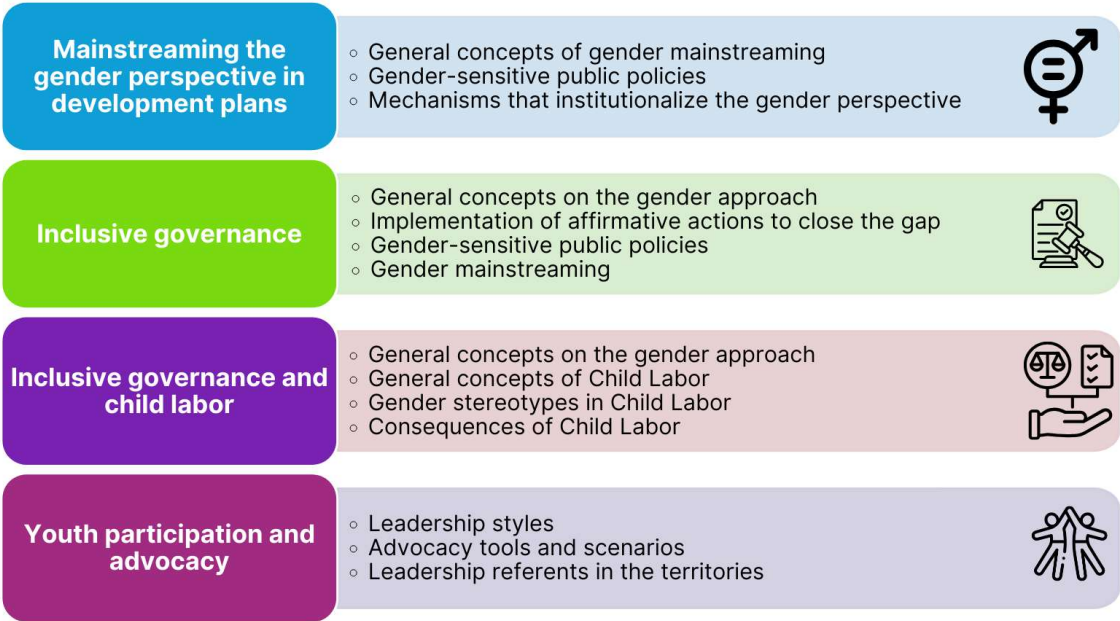


Figure 46: Process of monitoring the application of knowledge on Mainstreaming the gender perspective in development plans, Inclusive governance, youth participation and advocacy.

Based on the results obtained from the application of the tests, the visual below shows the areas in which the different groups demonstrated a strengthening of their knowledge and the areas in which reinforcement is necessary:

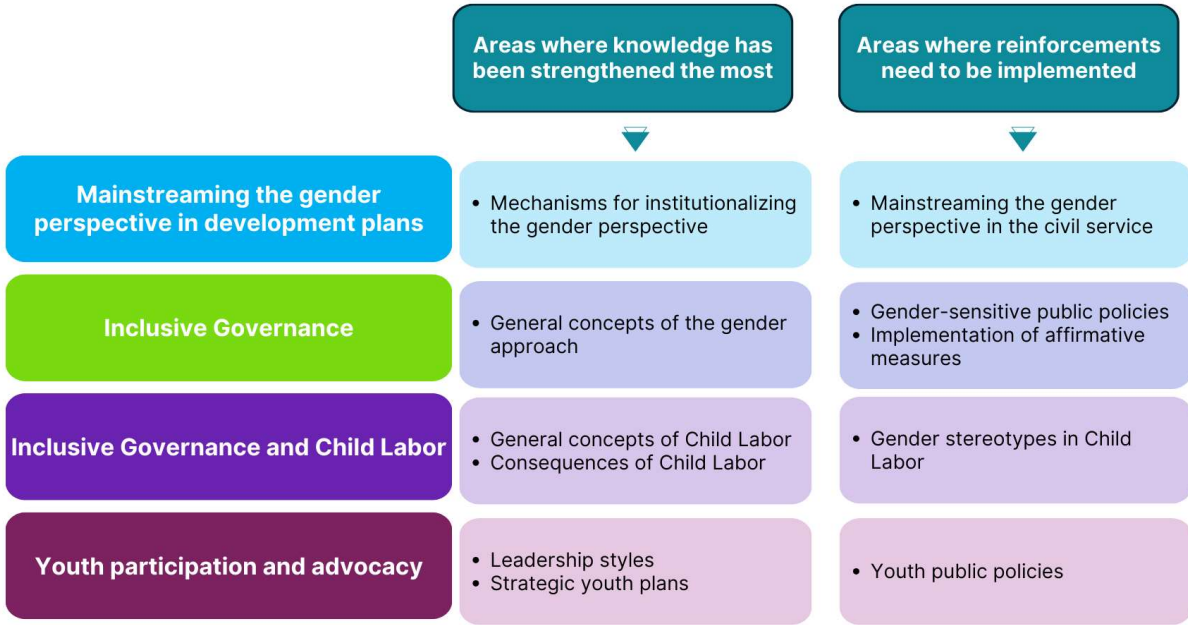


Figure 47: Strengthened knowledge and areas where reinforcement is needed.

Activity 2.1.1.5. Pursue institutional commitments to ensure the participation of women in monitoring roundtables and key spaces on labor rights and targeted value chains.

The women participants of VT were invited to participate in nine local planning initiatives, as summarized below:

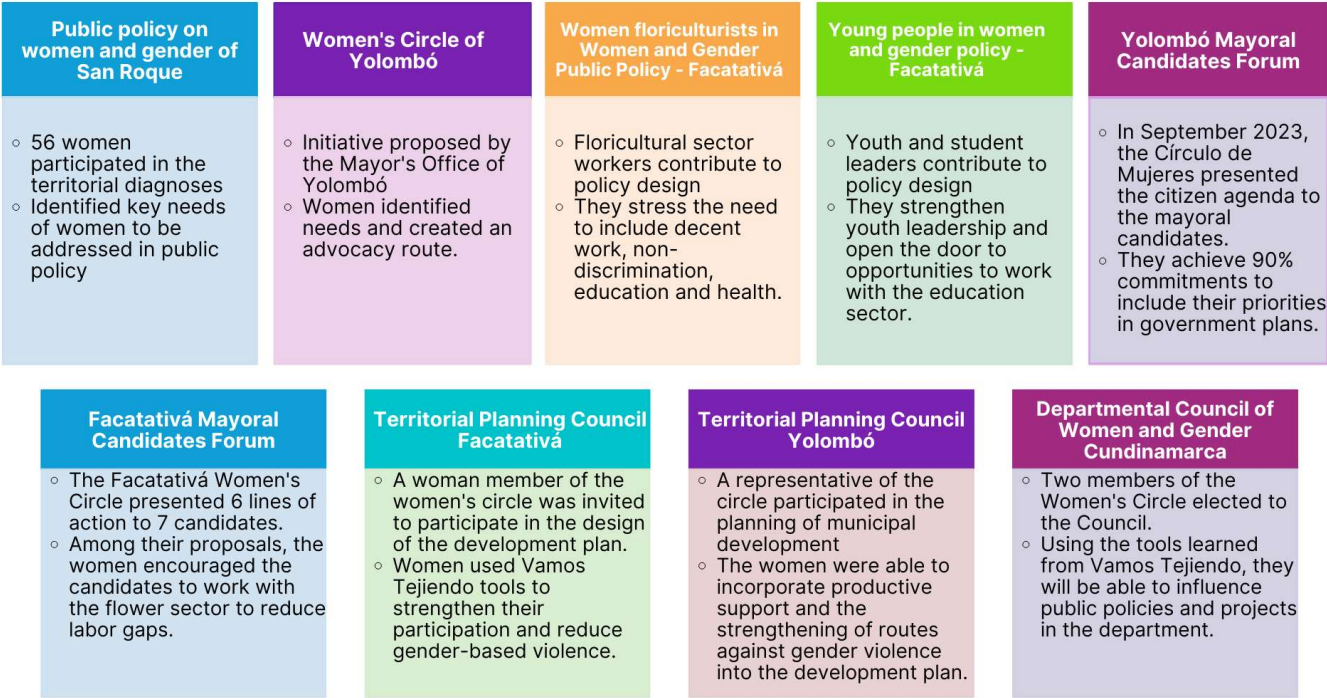


Figure 48: Local planning initiatives in which project women participated.

Output 2.1.2 Government officials integrate gender mainstreaming approaches into the relevant value chain (including implementing local program or enforcement of labor laws in the agricultural sector)

Activity 2.1.2.1. Provide technical assistance to departmental and municipal government actors (e.g., municipal councils) to translate priorities determined as part of local planning processes into strategic actions that empower and protect participants, equity, and effectiveness of social programs for women and girls in the target value chains (i.e., Training in planning with gender budgeting approach).

VT provided technical assistance to 251 officials from Facatativá, Funza, Yolombó, and San Roque, with the following achievements:

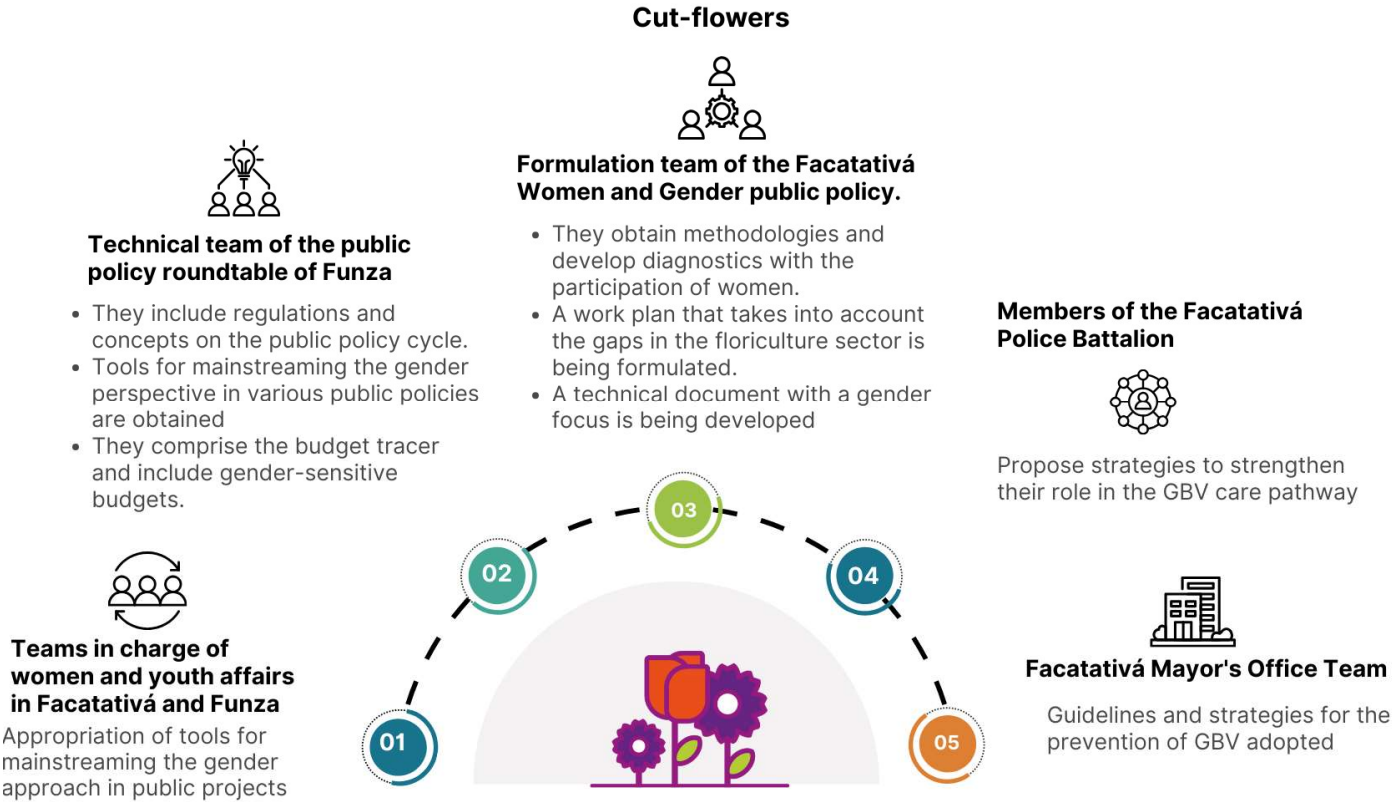


Figure 49: Achievements of technical assistance provided by Vamos Tejiendo to officials in the cut-flowers sector.

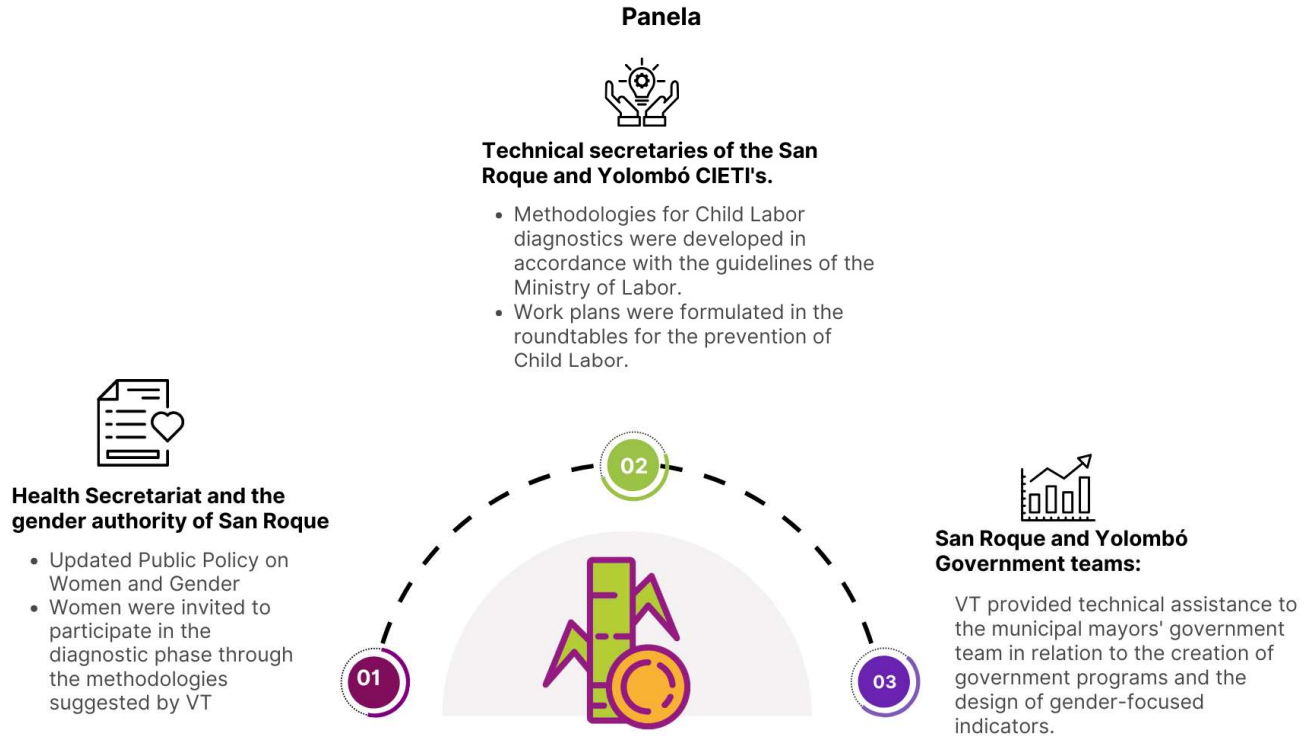


Figure 50: Achievements of technical assistance provided by Vamos Tejiendo to officials in the panela sector.

Activity 2.1.2.2. Engage with the MOL, ILO, civil society, and other national institutions to advocate for the inclusion of a gender focus in national labor policy (e.g., inspection procedures for discriminatory hiring practices, GBV and harassment in the workplace, and exploitative/ discriminatory working conditions).

VT, in collaboration with the Ministry of Labor, designed gender mainstreaming strategies in three phases:

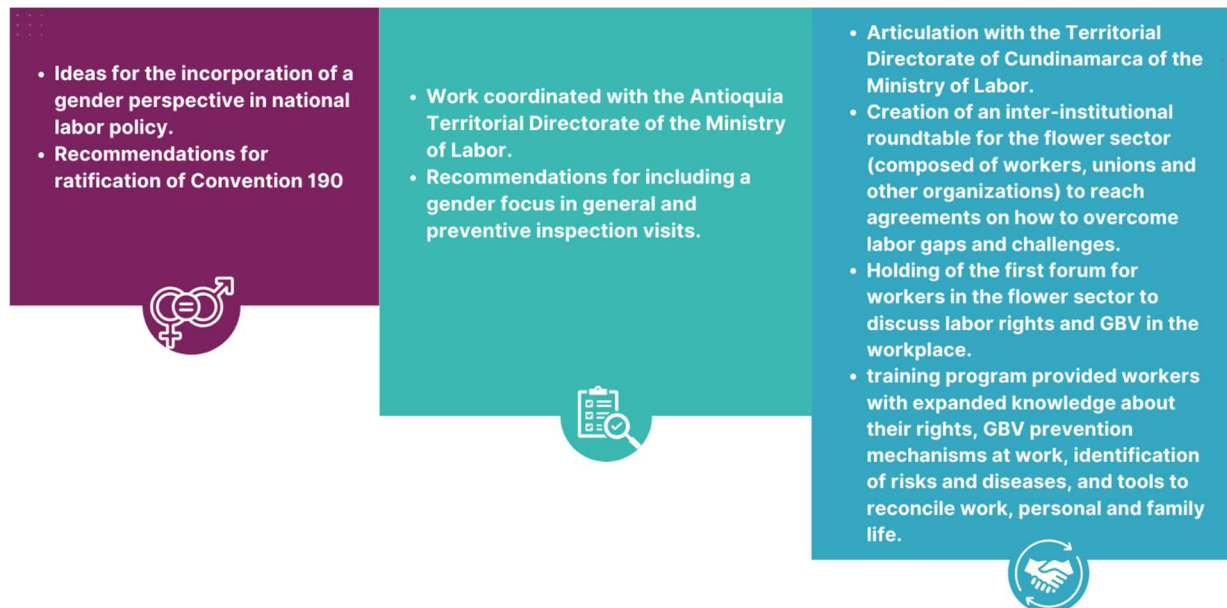


Figure 51: Phases for gender mainstreaming designed jointly by VT and the Ministry of Labor.

The change of government in January 2022 and the prioritization of a gender focus in the national development plan allowed Colombia's labor policy to adopt strategies such as the implementation of gender inspections and the creation of an elite gender inspection group, with which VT collaborated to strengthen workers' knowledge of their rights in the flower sector and develop gender equality policies in the private sector.

Activity 2.1.2.3. Facilitate coordination between the MOL and ESAP to co-create a training module on gender equity in labor for government employees, including labor inspectors.

VT explored collaboration possibilities with the Escuela Superior de Administración Pública (ESAP) to create a training module aimed at public officials and inspectors, focused on gender mainstreaming in the public sector. However, due to the barriers identified for virtual training (described in *Activity 2.1.1.2*), as of February 2024 in Antioquia and May 2024 in Cundinamarca, the project advanced in the development of in-person training spaces, adjusting the guidelines of this activity to reflect the findings reported in *Activity 2.1.1.2*.

In the specific case of inspectors of the Ministry of Labor, the project identified that most of them are located in dispersed areas, which makes it difficult to hold face-to-face or virtual meetings simultaneously. However, the recently created Elite Group of Gender Inspection included among its functions the training of inspectors in gender equity issues.

Activity 2.1.2.4. Conduct awareness campaign for inspectors on developments, updates to child labor and gender equity policies, laws, rules, and regulations in target departments and municipalities.

VT proposed to the national office of the Ministry of Labor to develop a campaign aimed at inspectors, disseminating the resources included in the ABCs of Protected Adolescent Labor booklet (described in *Activity 2.1.5.1*). This activity was scheduled to take place in November 2024, once the primer was published. However, due to delays in developing the material, the activity had to be postponed.

Based on the contents of the booklet, the project suggests that the campaign for labor inspectors should focus on guidelines to promote protected adolescent work, prevention of child labor and its worst forms, and the incorporation of a gender approach in addressing Child Labor.

Activity 2.1.2.5. In collaboration with the government (e.g., Inspectors, ICBF, and SENA) and other actors (e.g., USG projects, UN initiatives, etc.), map supporting existing methods to report labor violation incidents in each department, pilot new methods, review results, and scale.

In 2022, VT designed a strategy to map and analyze the referral pathways for reporting labor incidents in Cundinamarca and Antioquia. The analysis focused on labor protection mechanisms, institutional actions, dissemination, access to services, and existing barriers. This allowed the project, in collaboration with the Interinstitutional Roundtable for the Cut-Flower Sector, to identify advantages such as access to local offices and multiple reporting channels, as well as challenges including a lack of knowledge of the routes, time constraints, and barriers to accessing technology. As a result, VT and the Territorial Directorate of the Ministry of Labor for Cundinamarca disseminated the referral and attention routes for labor rights violations

in the workers' forum and in the training process described in activity 2.1.2.2. The Ministry of Labor team opened spaces for consultation in the meetings of the Roundtable. 15 people participated in the workers' forum and 166 participated in the training process described in activity 2.1.2.2.

Output 2.1.3 Recommendations with emphasis on good practices for different stakeholders on labor conditions and decent work based on research on supply chains.

Activity 2.1.3.1. Conduct research on working conditions and social protection of women and girls, with gender and generational approaches, and on situations where child labor, forced labor, or other situations of violation of labor rights exist. Including both value chains.

Activity 2.1.3.2. Research to map the behaviors, mechanisms of resolution of labor conflicts (friendly and judicial), that involve the rights of the parties, particularly of the workers of the panela and the cut flowers. And a map of the most recurrent labor transgressions to determine how to make visible the situations, ways of connection to mechanisms of access to labor justice, results, and advances in the conditions of women and girl workers toward overcoming labor violations.

Activity 2.1.3.3. Disseminate the recommendations of the two research products to key stakeholders.

Activities 2.1.3.1- 2.1.3.3: VT led two research projects on working conditions and conflict resolution mechanisms in the panela chain in Antioquia and the flower chain in Cundinamarca. To disseminate the results, it designed two infographics that consolidate the research context, objectives, topics addressed, findings and results, as well as recommendations for different value actors who accompany or indirectly impact the project. The infographics are published on the project's web page for public consultation and were shared with relevant stakeholders. ([Panela infographic](#)) ([Flores infographic](#))

VT used five scenarios for the dissemination of recommendations contained in the flower and panela research:

- Best practices webinar with the Rainforest Alliance, May 28, 2024
- Inter-institutional roundtable for the cut-flower sector, between April and November 2024
- Training in good labor practices and gender equity for the private sector in cut-flowers and the panela sectors. For cut-flowers, training took place in June 2022 and June 2024, and for Panela, in September and December 2023.
- Inclusive governance training for public sector officials. February and November 2024.
- Forum for exchanging best practices in the cut-flower sector in eastern Antioquia, November 27, 2024
- Training for private sector companies in Yolombó and San Roque in February and September 2024.

Based on the recommendations developed through these research activities, the project has impacted initiatives and guidelines of the national government through the following actions:

		Recommendations	Actions implemented
Flower Research	Private Sector	1. Address critical issues like wage, overtime pay, and maternity leave recognition to boost job satisfaction and productivity.	- Lolita Flores identified joint actions with Comfenalco to develop work-life balance programs. -Jardines de San Nicolás shared its experience in developing work-life balance plans, demonstrating how these initiatives have a positive impact on the company's low labor turnover.
		2. Provide appropriate tools to enhance female employees' participation in tasks traditionally assigned to men in warehouse areas.	-Jardines del Sol has a woman as the leader of the maintenance area and identifies strategies to continue mitigating gender bias in traditionally male-dominated fields. - At Lolita Flores, the logistics area is headed by a woman.
		3. Empower committees to promote labor best practices and gender equity.	- Jardines de San Nicolás and Sunshine Bouquet worked with VT to link the labor coexistence committees in the protocols for attention to GBV and workplace harassment. - Jardines de San Nicolás develops a campaign to prevent GBV in cultivation and share care routes.
	Public Sector	1. Implement stricter penalties for labor rights violations and increase inspection frequency.	- The creation of the elite inspection group implemented gender-specific visits, through which VT identifies that companies are motivated to create gender equity policies.
		2. The coexistence Committees should play a central role in educating employees about forms of labor harassment.	- In June 2024, the Colombian government adopted Law 2365 of 2024, which explicitly obliges companies to adopt measures to prevent and address sexual harassment in the workplace. - The gender inspections include a section of questions on the elimination of violence in the workplace and encourage companies to train personnel on workplace harassment.
	Unions	1. Strengthen their role as key actors in labor dynamics and increase the voice of women	- Within the framework of the Interinstitutional Roundtable for the cut-flower sector, eight unions obtained tools to identify gender gaps and strategies to close them.
		2. Consolidate a unified voice and enhance participation in informational assemblies	- Through the Interinstitutional Roundtable of the flower sector, unions agree on priorities and strategies to promote better labor practices
		3. Guide the Ministry of Labor inspectors on which companies to inspect and what specific issues to address.	- Within the framework of the Interinstitutional Roundtable of the flower sector, the Ministry of Labor agreed with union members on a schedule of inspection visits to address irregularities in specific companies in the sector.

		Recommendations	Actions implemented
Panela Research	Private Sector	1. Implement specific measures to promote gender equity in the mills.	- Three mills disseminate the routes of attention to GBV, and the violence meter - Two mills implemented in partnership with VT, workshops on co-responsible and non-violent masculinities. - The labor coexistence committee of the La Sibera mill developed a campaign to prevent workplace harassment.
		2. Seek technical advice in areas such as sound production practices, financial management, and business organization.	-The Ecodula mill receives advice from Molienda Real to strengthen its associative and productive processes.

Public Sector	1. Promote female participation in the rural labor market insertion.	<ul style="list-style-type: none"> - As part of the Gestoras Comunes strategy, the Mayor's Office of San Roque provides seed capital in kind for women to start their productive processes. - The Mayor's Office of Yolombó supports the creation of the Women's Store as a marketing strategy for women's enterprises. Gramalote supports the women's network by strengthening their enterprises to access the market, some of which were established within the project framework.
	2. Integrating the gender approach in development plans	<ul style="list-style-type: none"> - The municipalities of Yolombó and San Roque adopted the gender approach in their development plans and, together with VT, trained their teams in gender mainstreaming.
	3. Promote associativity among small-scale producers through financial support.	<ul style="list-style-type: none"> - In June 2024, the Colombian government adopted Law 2365 of 2024, which explicitly obliges companies to adopt measures to prevent and address sexual harassment in the workplace. - The gender inspections include a section of questions on the elimination of violence in the workplace and encourage companies to train personnel on workplace harassment.

Output 2.1.4 Resource map of protections services available per department and municipality.

Activity 2.1.4.1. Support (Facilitate, conduct joint activities, and build partnerships with government agencies and relevant organizations) in reviewing and updating pathways for referring participants to protection services and labor authorities (including legal and GBV referral pathways and reciprocal referral mechanisms between labor authorities and social services).

During the implementation, VT made substantial progress in identifying, reviewing, and updating the GBV care routes and in institutional articulation for the prevention of child labor in Cundinamarca and Antioquia. The referral prevention and care routes were updated in three key municipalities— Facativá, San Roque, and Yolombó —involving a total of 15 institutions that now have updated and accessible information to guide victims of GBV and protect children and adolescents.

Since 2021, an institutional mapping process was initiated in Facativá, Funza, San Roque, and Yolombó, identifying key actors such as family police stations, police, hospitals, and government secretariats. Through participation in the Roundtables for the Eradication of Violence against Women and in the Interinstitutional Committees for the Eradication of Child Labor (CIETI), the project has contributed to strengthening interinstitutional articulation, making visible challenges such as the low participation of women in consultative spaces and the lack of coordination in service provision.

Between 2022 and 2023, VT promoted the active integration of local authorities in the municipal CIETIs and provided technical assistance to improve early detection and care of cases. Additionally, barriers to accessing care routes were eliminated through community awareness-raising processes and the adjustment of institutional protocols to local contexts.

VT's focus on inclusion and coordinated work with local institutions was key to ensuring that protection and prevention services are more accessible, effective, and sustainable over time.

Activity 2.1.4.2. Create a dynamic resource map of protection services in each department and develop action points for resolving challenges to effective referrals of GBV and to improve coordination between labor authorities and social services providers

At the beginning of project implementation, the need was identified to update the GBV prevention and care routes in key municipalities such as Facatativá, San Roque, and Yolombó, with emphasis on the accuracy of institutional data and the elimination of access barriers. To this end, a participatory instrument was designed and implemented to collect key information on the obstacles faced by women when trying to access protection, care, and justice services. Data collection was carried out through focus groups with women and interviews with public officials and representatives of women's organizations, thus ensuring a comprehensive and contextualized view.

As a result, detailed maps and cartographic documents of the routes of attention to gender violence and labor rights violations were prepared, adapted to the particularities of each municipality. This tool not only strengthened inter-institutional linkage but also improved the response capacity of local actors to situations of violence, promoting environments that are more accessible, coordinated, and responsive to women's needs.



Figure 52: Integral Support Routes Against Violence Towards Women in Facatativá, San Roque, and Yolombó: Tejiendo Redes.

Activity 2.1.4.3. Coordinate with universities or other academic institutions to house, update, and regularly share EQUAL's resource map.

VT made significant progress in integrating, updating, and disseminating the GBV attention routes, strengthening women's access to key information on prevention, protection, and justice services. As part of its sustainability strategy, negotiations began with universities to incorporate the routes into their digital platforms, thus promoting their visibility and permanent availability. Among the allied academic institutions are Uniminuto, Uniagraria, Universidad Santo Tomás, and the Institución Universitaria Digital de Antioquia, which enabled the expansion of reach in both the cut-flower chain and the panela chain territories.

In addition, the project coordinated the publication of the "Tejiendo Redes" routes in the official web portals of the municipalities of Facatativá and San Roque and collaborated with the University of Cundinamarca to socialize and disseminate these tools among students and the academic community. This articulation between institutional and educational actors strengthened the communication channels between citizens, academia, and local governments, contributing to a more comprehensive, accessible, and sustainable response to the violence affecting women. ([See the routes here](#))

Activity 2.1.4.4. Identify and collect trends/ feedback/recommendations on processes for access to justice and protection services, and communicate back to institutional authorities through round tables and other events.

In August 2021, VT participated in the *Free and Equal* Congress in Mosquera, Cundinamarca, organized by the Norwegian Refugee Council, to promote the protection of women and girls, combating GBV, and promoting a gender and diversity approach in the region. The event enabled the sharing of studies on protection services, including a guide to support survivors of GBV in areas without specialized actors, and facilitated discussions on their replication. Key actors were also identified to develop prevention initiatives and strengthen protection services in the region.

Additionally, in 2021, VT established an alliance with the Government of Antioquia and the Mayor's Office of San Roque to implement a governance pilot in the Casa de la Mujer of San Roque. This model, developed in collaboration with women, public institutions, businesses, and social organizations, seeks to channel institutional services and improve the quality of life of women in the municipality. The workshops conducted revealed both the aspirations and strengths of women as well as the challenges they face in terms of inequality in access to education, quality jobs, economic autonomy, and the right to a life free from violence.

Output 2.1.5 Governmental coordination to reduce labor exploitation in value supply chains strengthened.

Activity 2.1.5.1. Pact will work with MOL to develop resources, such as La Ruta, to identify and follow up on instances of child labor, forced labor, and other labor violations, including GBV, within the target value chains. Pact's teams will receive a methodology transfer from Somos Tesoro's field teams through accompaniment during activities or through workshops.

Since December 2023, VT has collaborated with the Ministry of Labor to develop a guide for mayors, inspectors, and public officials, aimed at characterizing and addressing protected adolescent labor. The guide, aligned with the Public Policy Line for the Prevention and Eradication of Child Labor (2017-2027), seeks to ensure safe spaces for adolescent workers, thereby reducing the risks of child labor, forced labor, and hazardous activities.

The document includes key tools: differential approaches, regulatory framework, labor and social security rights, and learning methodologies on protected adolescent labor. Although publication was delayed due to the strike and internal changes within the Ministry, progress was made towards a shorter version in August. However, aspects recommended by the project were omitted, such as ideas for articulation with CIETI and

the use of the SIRITI platform. VT contributed reflections on the gender approach in the final version, highlighting its relevance in the prevention and management of protected child and adolescent labor.

Activity 2.1.5.2. Strengthen or activate the CIETIs and other existing mechanisms on social protection at the departmental and municipal levels.

VT worked with 15 coordination tables, strengthening institutional capacities and promoting strategies to prevent child labor, eradicate forced labor, reduce GBV, and generate spaces for collaboration between municipal, departmental, and private sector actors. The main achievements of the VT strategy in the coordination roundtables are as follows:

Panela	
Childhood and adolescence roundtables (MIAF) in Yolombó and San Roque	<ul style="list-style-type: none"> • Collaboraition with CIETI to execute specific actions of the work plan. • Sensitization of parents on child labor prevention mechanisms.
CIETI of Yolombó and San Roque	<ul style="list-style-type: none"> • Identification of challenges in institutional architecture and construction of action plans. • Reactivation and consolidation of municipal CIETIs. • Participation in awareness campaigns on child labor and violence against women. • Design of work plans to diagnose, address, and prevent cases of child labor.
CIETI of the Antioquia department	<ul style="list-style-type: none"> • Evaluation of municipal services • Promoting the participation of civil society and the private sector • Consolidation of the work plan
Mesa de Participación de Niños, Niñas y Adolescentes (MPNNA) de San Roque (Children and Adolescent Participation Board)	<ul style="list-style-type: none"> • Implementation of the CREARTE methodology to develop soft skills in young people. • Extension of the institutional offer to rural areas. • Creation of child labor prevention campaigns on commemorative dates.
Yolombó Youth Platform	<ul style="list-style-type: none"> • Development of political training programs for youth leaders and groups. • Integration of program results into the Youth Assembly agenda.
Table of Victims of Yolombó	<ul style="list-style-type: none"> • Participation of young people from the CREARTE process in historical memory and peace-building activities. • Awareness-raising on GBV and presentation of AMOY women's experiences in economic autonomy and risk reduction.
San Roque Youth Platform	<ul style="list-style-type: none"> • Development of political training programs for youth leaders and groups. • Integration of program results into the Youth Assembly agenda.

Roundtable for the Eradication of Violence against Women, Yolombó and San Roque	<ul style="list-style-type: none"> • Raising awareness of laws and services available to women victims of violence • Participation in workshops of the program "Women living a life free of violence". • Solution alternatives to meet the needs identified by officials about the processes of activation of routes, how cases of GBV are reported, and monitored. •
Yolombó Coexistence Board	<ul style="list-style-type: none"> • Implementation of the CREARTE methodology to develop soft skills in young people in educational institutions. • Articulation to generate a work plan to promote peace-building processes and access to higher education.
Flowers	
CIETI Facatativá, Madrid and El Rosal	<ul style="list-style-type: none"> • Dissemination of the municipal care route for children and adolescents at risk. • Closing knowledge gaps in current regulations on child labor. • Support in risk diagnosis and planning prevention actions. • Transfer of the CREARTE methodology to address youth challenges in the face of child labor and GBV
Roundtable for the Eradication of Violence against Women Facatativá	<ul style="list-style-type: none"> • Awareness of laws and services available for women victims of violence. • Technical assistance to the Facatativá Social Development Secretariat and the gender team in the process of structuring the "Intersectional Committee for the Prevention of Sexual and Gender-Based Violence and Comprehensive Care for Victims", in accordance with Decree 196 of 2021.

Activity 2.1.5.3. Facilitate issue-specific roundtables that bring together the CIETIs and other coordinating bodies at the departmental and municipal levels to strengthen vertical and horizontal communication, share experiences, and strategize around recommendations for policy reform and enforcement to the national and sub-national governments.

Flowers



Figure 53: Training cycle on individual and collective labor law and social security in the cut flower industry sector, held at the Facatativá campus of the Fundación Universitaria Agraria de Colombia.

VT consolidated key spaces for collaboration and dialogue at the departmental and municipal levels by planning and facilitating thematic round tables, bringing together actors from the public sector and civil society to build joint strategies. VT promoted the incorporation of a gender approach in the discussions, ensuring that the strategies contemplated the differentiated needs of women, girls, and adolescents.

In Cundinamarca (flowers), the project provided technical assistance to the municipal public policy formulation roundtables of Funza and Facatativá, strengthening the

technical capacities of local teams and incorporating innovative mechanisms to promote community participation.

Panela

In Yolombó, VT worked on activating the CIETI through collaboration with the Children and Adolescents Board and the Municipal Council of Social Policy (COMPOS). Additionally, the youth platform, victims' board, and coexistence board were integrated into advocacy processes to promote access to higher education for young people. It also coordinated with the Healthy Habits team of the local hospital to encourage the participation of young leaders in advocacy, leadership, and communication initiatives in rural and urban areas.

In San Roque, VT, in collaboration with the CIETI and other institutional roundtables, strengthened the impact of its actions in the territory through CL prevention, achieving several joint initiatives with Gramalote, Mesa de Niños, Niñas y Adolescentes (MIAF), and public health.

Sub-Outcome 2.2: Improved practices by private sector actors to reduce vulnerability of women and girls of legal working age to labor violations within the agricultural sector.

Improved practices in the private sector: VT promoted improvements in private sector practices by encouraging the application of labor rights and gender equity policies through training for 36 organizations in the panela and cut-flower sectors. Among the *best practices* highlighted, Sunshine Bouquet implemented a "transparency line" to report irregularities and address GBV; Agrícola Lumer strengthened the visibility of decent work with the commemoration of Flower Workers' Day and work-life balance strategies; Trapiche La Siberia established a campaign to prevent and mitigate cases of workplace harassment; Ecodula and Trapiche Siná 2 developed sessions on co-responsible and non-violent masculinities; and Jardines de San Nicolás launched campaigns to raise awareness and prevent GBV. These initiatives reinforce the private sector's commitment to decent work and gender equity (see activities 2.2.1.1 and 2.2.2.1 for more information).



Figure 54: February 14 Commemoration at Agrícola Lumer.

Strategic alliances for linking VT with the private

sector: VT established three strategic partnerships to strengthen actions with the private sector: In the panela sector, the collaboration with Gramalote strengthened the exchange sessions with panela mills and joined efforts to benefit the women of San Roque and Yolombó. In cut flowers, the partnerships with Comfenalco and Rainforest Alliance to influence labor practices in the cut-flower sector in Antioquia and Cundinamarca made it possible to explore broad opportunities for working with cut-flower companies in Antioquia and also to develop exchanges of experiences to disseminate good practices, generate recommendations and raise awareness of the role of companies in closing the gaps that women face in the world of work. (For more information, see Activity 2.2.1.4)

Output 2.2.1 Private sector actors' understanding and application of protections against labor violations among women and girls working in the agricultural sector is improved.

Activity 2.2.1.1. Design and roll out a training for private sector¹⁰ on labor rights; the prevalence and forms of labor rights violations and discrimination against women specific to each value chain; protections against labor exploitation within the agricultural sector and violation reporting mechanisms; grievance mechanisms and certifications in the target value chains; potential for business growth as a result of improved practices; and procedures for conducting due diligence activities.

As a strategy to expand the impact of the training to other companies, VT developed eight virtual training modules on good labor practices and gender equity for each sector. Six companies completed this virtual training process, four companies in the cut-flower sector and two companies in the panela sector. As a result of the training, the project identified:

- Participants improve their knowledge to identify gender stereotypes and norms in the cut-flower sector.
- It is possible to create job advancement opportunities for women to occupy leadership positions.
- Participants propose strategies to develop inclusive selection processes that mitigate gender gaps.

Between September and December 2023, in the panela and cut-flower sector, VT developed a training program in gender equity and good labor practices that involved leaders from 40 companies (30 from the panela sector and 10 from the flower sector). This program achieved a completion rate of 92,5 % (37 out of 40) participants, with 31 completing the eight training modules in person and 6 completing them virtually. Three participants from the flower sector are expected to complete the training program after the high production season.

¹⁰ As the panela private sector maybe small and less formal than the flower private sector, for panela sector the project will carry out this activity to the extent it is feasible according to panela sector needs.

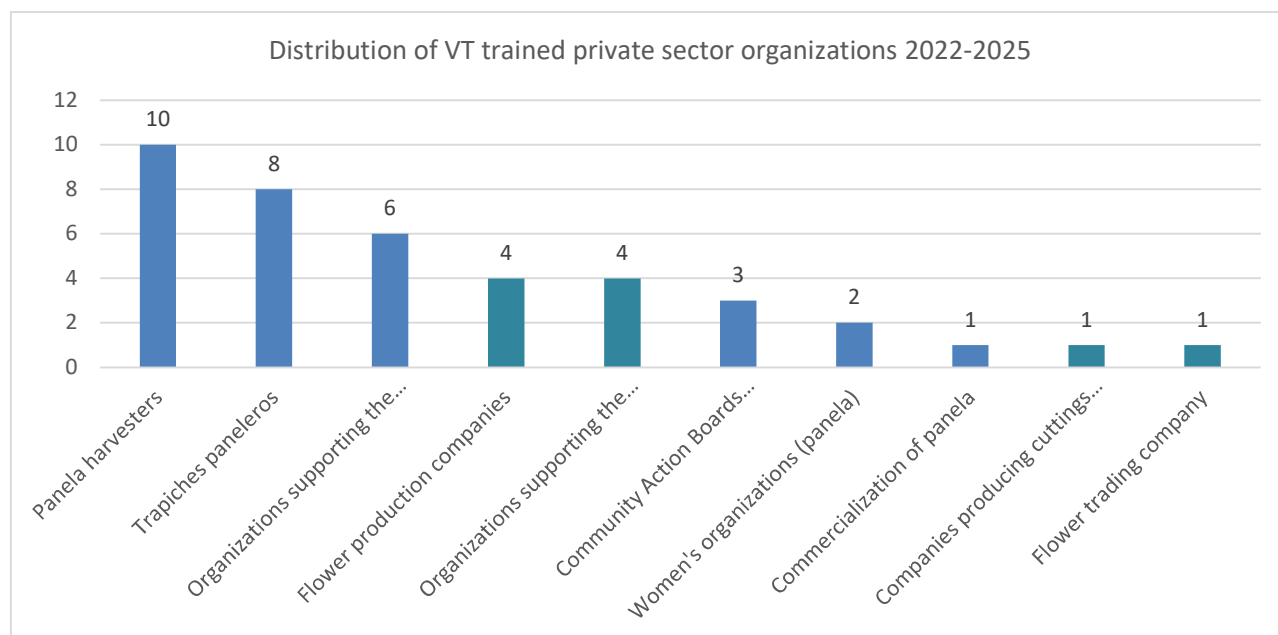


Figure 55: Private sector organizations completing the VT gender equity and good labor practices, 2022-2025

As a result of this training, VT implemented initial diagnostics and developed work plans with the companies, establishing concrete measures to close gender gaps and promote equity:

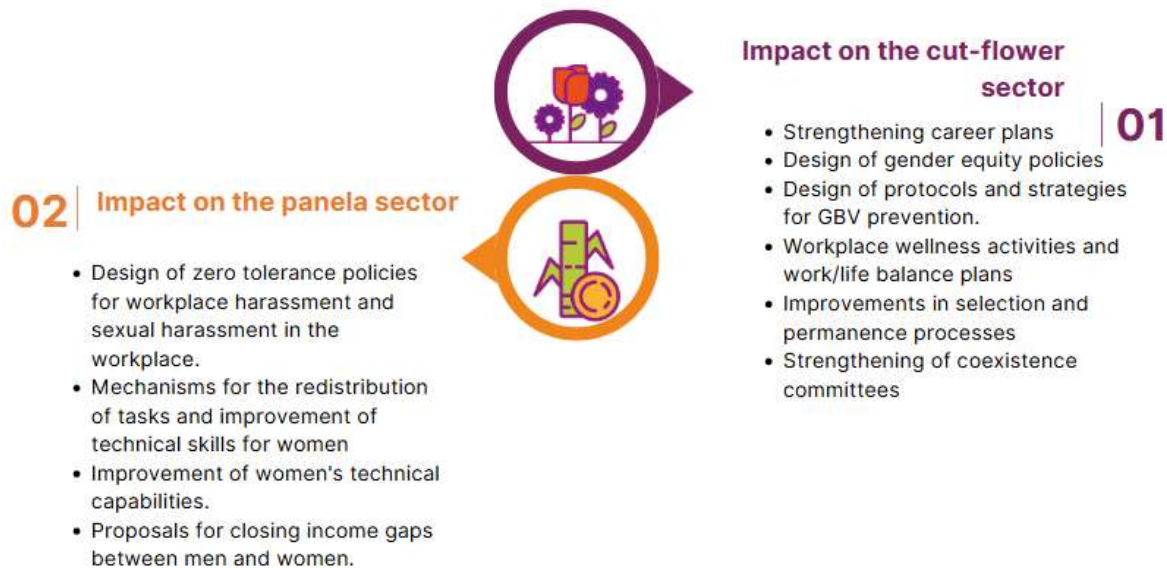


Figure 56: Measures to close gender gaps and promote gender equity.

Activity 2.2.1.2. Host informational sessions, roundtables, and discussion groups with ANDI and trained members, and support other platforms for private sector actors to raise awareness on the importance of improved practices for business expansion and encourage business dealings with actors who are certified

VT contributed to the organization of two spaces for exchange and discussion with partners, such as the Rainforest Alliance and Comfenalco, where private sector actors shared experiences, promoted good labor practices, and aligned the guidelines of Rainforest Alliance and Fair Trade certifications with the construction of gender equality policies (More information in activity 2.2.1.4). Additionally, the project took advantage of platforms such as the training session organized by the Mayor's Office of Madrid in September 2024 to strengthen the business fabric, raising awareness among 33 entrepreneurs about the importance of incorporating gender equality policies into business creation and expansion processes.

Activity 2.2.1.3. Facilitate co-creation of actions to improve practices and due diligence in line with MOL regulations.

VT linked the actions of this activity to the forums and spaces for exchange described in activity 2.1.1.4.

Activity 2.2.1.4. Identify and disseminate best practices and success stories in panela and flower value chains to showcase improved labor practices, empowerment of women and adolescents and other related labor rights successes to share with businesses.

VT has successfully identified and disseminated good practices and success stories in the cut-flower value chain, strengthening the implementation of gender equity policies, empowerment of women and adolescents, and promotion of labor rights through four strategies:



Figure 57: Strategies for disseminating good labor practices in gender equity.

The communication processes led by VT focused on the dissemination of significant stories and experiences of the different components worked on in the value chains in Antioquia and Cundinamarca. The documentation of stories and success stories allowed the project to make visible its strategies and activities

with the different populations, and also allowed the communities to be protagonists. These significant experiences were communicated through press releases, photographs, and videos, and were published on the VT website and social networks such as Instagram, Facebook, and YouTube.

Output 2.2.2 Private sector actors in targeted value chains enable access to labor rights protection processes (prevention, mitigation, and remediation)

Activity 2.2.2.1. Raise the private sector's awareness of their role/ social responsibility in their communities and participation, involvement in referral pathways and violations reporting systems (Prevention and mitigation).

VT increased the private sector's awareness of its social responsibility and its role in the prevention, mitigation, and reporting of labor and gender rights violations through five strategies, achieving the following results:

- **Strategic alliances** through MoUs with Gramalote, Comfenalco, and Rainforest Alliance, which promoted the strengthening of organizations in the sugar-panel and flower-growing sectors, involving the private sector in disseminating information on GBV, and promoted protective environment campaigns for the prevention of child labor.
- **Co-responsible and non-violent masculinities** in the sugar mills and Sunshine Bouquet prevent GBV and achieve commitments from participants to replicate these practices.
- **Strengthening of the labor coexistence committees** of Sunshine Bouquet, Jardines de San Nicolás, and La Siberia, which assume an active role in the protocols for the prevention of GBV and design routes for prevention and attention to workplace harassment.
- **Gender-based violence prevention campaigns** in Jardines de San Nicolás, creation of the transparency line in Sunshine Bouquet, and publication of the violentometer tool in Ecodula and Trapiches Siná 2, La Siberia, Villa Luz, Barbascal, El Rayo, El Rubi, and Bengala.

Figure 58: Meeting with Gestoras Comunes from San Roque in Gramalote and Gender Equity Awareness Session at Jardines de San Nicolás, La Ceja.



- **Service fairs** held at Sunshine Bouquet and at the community level in Antioquia with Gramalote which sensitized women workers and their families about rights, protection mechanisms and access to cultural education and justice services.

Activity 2.2.2.2. Promote the inclusion and participation of the private sector in CIETIs (Mitigation).

VT has made significant progress in promoting the inclusion and participation of the private sector in the CIETI (Inter-Institutional Committees for the Eradication of Child Labor). During 2022 in Antioquia, it worked with the San Roque Family Commissioner's Office to ensure that the CIETI action plan includes actions that involve productive units, such as sugar mills, in the prevention and eradication of child labor. Additionally, thanks to the project's intervention, Gramalote participated in the San Roque CIETI for the first time as a representative of the private sector, contributing to the work plan with initiatives such as publishing articles in its corporate newspaper, with a circulation of 2,000 copies in the region, and implementing concrete measures to prevent child labor in activities related to mining and agriculture. Finally, the project team provided specific recommendations to the Antioquia departmental CIETI so that, when updating the decree, it establishes the importance of convening representatives from the private sector.

Activity 2.2.2.3. Convene private and public sector actors to identify, assess and strengthen existing platforms to promote the rights of the women and girls within the target value chains (Drawing on successful initiatives, including Colombia Network against Child Labor) (Prevention).



Figure 59: Meeting and participation of CIETI, San Roque.

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contributing to the work plan with initiatives such as publishing articles in its corporate newspaper, with a circulation of 2,000 copies in the region, and implementing concrete measures to prevent child labor in activities related to mining and agriculture. Finally, the project team provided specific recommendations to the Antioquia departmental CIETI so that when updating the decree, it establishes the importance of convening representatives from the private sector.

In November 2024, VT developed an articulation with the municipal administration of Mosquera to hold a care forum. The first Subregional Care Forum of Sabana de Occidente presented regional experiences on

incorporating care issues into the public and private sectors, aiming to promote collaboration and the exchange of ideas between experts and local leaders.

The forum was divided into four sections, where each of the guests (the Government of Cundinamarca, Company B Brawn, the Ministry of Equality and Equity, the Popular Network of Women of the Sabana, and the Mayor's Office of Mosquera) had a space to share their experiences and actions that have benefited women.

Activity 2.2.2.4. Share information on due diligence processes and make recommendations to eradicate labor violations, leveraging identified platforms and through individual engagement with private sector actors (companies, but also co-operatives). (Prevention and mitigation).

The actions of this activity were aligned with the actions described in activity 2.2.1.4, such as webinars on gender and labor equity, and forums for the exchange of experiences, reinforcing due diligence processes and the promotion of good labor practices, raising awareness in the private sector such as Maxiflores SAS, Agrocitrus, ASL investments and CI Flores de la Vega about their role in the eradication of labor violations and providing practical tools to implement policies that benefit women workers.

In addition, within the framework of the Thomson Reuters Foundation conference, VT presented 47 private organizations with seven key recommendations to identify, prevent, mitigate, and address gender gaps, promoting effective measures to eradicate labor violations. Among the proposals are: the design and evaluation of gender-sensitive protocols, the identification of cumulative vulnerabilities, the development of alert and protection systems for whistleblowers, the linkage with attention routes to violence, the support for women's equal participation in negotiations, the evaluation of fair benefits in compensation and the recognition of time limitations due to domestic responsibilities, promoting inclusive policies such as daycare and extended maternity leave.

A. Integrated Communications Strategy.

Highlights:

- Through the communications component, VT promoted active community participation, contributing to a culture of change and social transformation through 72 workshops aimed at women, youth, and other key audiences.
- VT consolidated more than 250 communication products for publication on social networks, which were linked to campaigns and coverage of activities. The publications have reached 28,600 people on Facebook and 22,300 on Instagram, with 81% being women from Cundinamarca and Antioquia.
- To promote sustainability and knowledge management, the project created tools such as the Vamos Tejiendo Oracle, Vamos Tejiendo: The Podcast, and 10 infographics that summarize the project's learnings, methodologies, and results.

- *Design a communications strategy that contains audiences, messages, channels and media to position Vamos Tejiendo as a project that contributes to the economic empowerment of women and reduces economic vulnerability, child labor, forced labor and the violation of labor rights.*

The project's general communication strategy was designed based on a diagnostic phase that allowed VT to identify the communication ecosystem in each of the territories, enabling an understanding of the channels, media, and alternative forms of communication used by the communities. The component also reviewed media consumption, internet access, social network preferences, preferences for audiovisual, radio, or reading content, household members with cell phones or other communication tools, and finally, mapped local media or opinion leaders in the municipalities. All this information was very useful for VT, and based on it, a communication plan was designed that included the three aspects mentioned in Activity 1.1.1.1: communication for dissemination and visibility, communication for development and social change, and communication for knowledge management.



Figure 60: Collage of commemorative campaigns.

For five years, VT successfully consolidated a comprehensive strategy and, through social media campaigns, digital publications, workshops, and audiovisual pieces, promoted interaction and awareness among various communities on the key issues of the project itself. At the same time, the project fostered social transformation through training processes that empowered women and young people, developing their technical, narrative, and creative skills. Ultimately, by generating and disseminating knowledge through research, prevention and care routes, primers, and digital tools, the project strengthened the advocacy capacity in public and private institutions, contributing to a more equitable and participatory society. The diversity of the content elaborated can be found in the following links:

Website: <https://pactcolombia.org/vamos-tejiendo/>

Facebook: <https://web.facebook.com/people/Vamos-Tejiendo/100064534761097/#>

Instagram: <https://www.instagram.com/vamos.tejiendo>

YouTube: <https://www.youtube.com/@pactcolombia>

- *Develop 2 digital bulletins every six months to make the activities developed by the project visible to women and their partners (public and private sectors and allied NGOs)*

Since 2021, the project has designed a biannual newsletter for both the flower and panela chains to highlight progress, lessons learned, and specific results in each sector, strengthening communication with the communities and key stakeholders involved in the project. In total, the project developed nine versions of the newsletter, which were published on the Pact Colombia website ([see newsletters here](#))

- *Publish information related to the project on the website, social networks and other digital media related to the interest to the project.*

Over the course of five years, the project has been able to consolidate a dissemination strategy through various digital channels. [Pact Colombia's](#) website has a subsite dedicated to VT, where newsletters, relevant notes, informative and audiovisual content are published. In social networks, the analysis of digital consumption in the territories and value chains identified that [Instagram](#) and [Facebook](#), after WhatsApp, are the most used platforms, which led the team to prioritize the publication of content on these networks, especially on Instagram, which has shown great reception among women and their groups. In addition, although VT does not have its own YouTube account, the project's videos are published on the [Pact Colombia](#) channel. The contents disseminated are varied, including information, awareness-raising, commemorations, and campaigns with calls to action, aligned with the activities reported in Activities 1.1.1.1.1, 1.1.1.1.4, and 1.1.1.1.6. So far, the project has made 55 publications on the web; the social networks Facebook and Instagram have more than 1,000 Followers in total, and the project has made 295 publications since its inception. VT publications have reached 28,600 people on Facebook and 22,300 on Instagram, with 81% being women from Cundinamarca and Antioquia.

- *Design a six-monthly campaign that aims to raise awareness of issues associated with child labor, prevention of gender-based violence, forced labor and other labor rights violations as well as the empowerment of rural women.*

In recent years, VT has been able to celebrate various national and international commemorative dates related to the project's key themes, such as the vindication of women's and girls' rights, the prevention of child labor, and other socially relevant issues. In this context, biannual campaigns were designed with great impact, which have been fundamental to raising community awareness of these issues and mobilizing action. The notable campaigns were mentioned in Activity 1.1.1.1.

- *Develop workshops to transfer communication skills (radio, podcast, writing, storytelling, social networking, wall newspaper) to women, interest groups, or civil society NGOs.*

VT continually encouraged communities to become active players in creating and disseminating communication content. By providing them with tools in areas such as photography, video, podcasting, and social networks, VT helped women and young people not only generate informative content but also



Figure 61: Workshop on the Transfer of Communication Skills at Sunshine Bouquet

awareness-raising and transformational messages. This approach allowed communities to take center stage in disseminating crucial issues, including the prevention of GBV, child labor, and the vindication of women's rights, achieving greater connection and impact in their own environments. Thus, the project evolved from the simple act of informing to encouraging active participation that contributed to the construction of a culture of change and social transformation, with a total of 72 workshops aimed at women, young people, and other targeted audiences.

Among the greatest achievements are the consolidation of the Podcast "Un Tintico con Panela por los Derechos de las Mujeres" in its two seasons, which was built jointly with the Women's Circle of Yolombó and San Roque, and the Podcast CreArte: pedagogy, art, and communication for the prevention of child labor at the EE Juan XXIII.

- *Designing posters, factsheets, network banners, videos, audios, and support material to make the project activities visible.*

VT consolidated more than 250 communication products for publication on social networks, which were linked to campaigns and coverage of activities. These products included photographs, videos, audio, and graphic carousels, with special emphasis on digital content that achieved greater interaction and visibility. However, the project also developed physical materials, such as posters, banners, stickers, and other objects, which were essential for promoting the project's messages in the territory. These efforts strengthened the local dynamics and bets, allowing the messages of awareness and transformation to reach the communities effectively.

- *Design material such as infographics, visual, and interactive reports in alliance with monitoring to present the information to strategic partners.*



Figure 62: SEA course available on the VT website

The project developed various communication products focused on knowledge management and the dissemination of relevant information for decision-making. Among the main products designed were research, infographics with key data, and the design of GBV prevention and care routes. An infographic and an executive summary were designed with information associated with the project's pre-situational analysis, as well as two brochures to explain the gender training strategy aimed at both the public and private sectors. In addition, the Agroecology booklets and the GBV Attention Routes booklets were prepared to be delivered in the municipalities where the project was implemented. A digital document was also produced with the results of the Perception Study: *El tiempo que no nos pertenece* (*The time that does not belong to us*), which includes cartoons reflecting the daily lives of women in both productive sectors. In addition, infographics were developed on the results of research related to panela and flowers, and a digital training course on gender and SEA was created for private companies in the panela

and flower sectors. All this material is available on the VT website ([see here](#)).

In order to promote the sustainability of the project in the different territories of impact and to promote knowledge management, VT developed products during the closing stage, such as the VT Oracle, a didactic tool that converts the methodologies used into an experiential process in which the main recommendations derived from the processes implemented in the territory are highlighted, favoring a deep and accessible understanding of the methodologies applied. Ninety physical copies of the VT Oracle were distributed to key stakeholders, including municipal governments, women's groups, youth collectives, educational institutions,

and community leaders—both women and youth—in Antioquia and Cundinamarca. To ensure effective use and replication, the project conducted methodological transfer sessions.

The team also created "VT: El Podcast". This production was consolidated into 12 episodes, eight of which focused on Antioquia and four on Cundinamarca, with the objective of socializing, in a simple and understandable way, the most relevant impact stories. These episodes not only make visible the lessons learned and achievements obtained but also provide a broad perspective on the results achieved in both regions. The podcast was shared on YouTube, Spotify, and the project's social media channels (Instagram and Facebook), and episodes were directly shared with the communities and participants involved in the recordings. [\(See the Podcast here\).](#)

Finally, VT produced 10 infographics that clearly and attractively summarize the strategies, contexts, methodologies, results, and lessons learned from the project. The infographics were published on the website.

- *Collaborate in the design of forums, performances, fairs, meetings, symposiums and spaces where women can share their experiences.*

The communications component played a fundamental role in the organization and leadership of various meetings, fairs, forums, and events that provided women and young people with spaces to share their experiences and strengthen their voice on issues addressed by the project in the company of the communities.



Figure 63: Media Fair at Juan XXIII School.

In 2023, the component accompanied two media fairs in Cundinamarca and Antioquia, where young people presented their communication productions after a training process, in addition to supporting the organization of two forums in Facatativá and Yolombó to socialize the citizen agenda with local candidates. During 2024, VT promoted five major events, including mobilizations in Yolombó and San Roque to commemorate November 25, a panel to exchange experiences with women from the Western Savannah, and a meeting at Agrícola Lumer on February 14. The project also

participated in the "Sembrando Sostenibilidad" fair in Madrid, promoting women's productive initiatives, and in Health Week at the Universidad de Cundinamarca, promoting care routes for women victims of GBV. The project also accompanied the Services Fair in El Rosal, as part of the commemoration against child labor, and organized the First Subregional Forum "Tejiendo Cuidados" (Weaving Care) in Mosquera. Finally, the project developed the "Sorority: From Words to Action" conversation in Madrid, where women from different sectors reflected on the transformative potential of sorority in their initiatives and projects. Through these events, the communications area not only strengthened the visibility of the project but also

promoted dialogues around the different issues addressed, thus strengthening communication for mobilization.

- *Design a final publication that collects the memories and the systematization of the project.*



Figure 64: Infographics cover for the legacy.

VT designed a compilation of 10 infographics in Spanish and English that allow for understanding the definitions, objectives, methodology, results, achievements, impact, and lessons learned of each of the strategies integrated into VT, with the intention that they can be approached, implemented, and replicated in other transformation and social intervention processes. (See the infographics in *Annex G2_Vamos Tejiendo (2020-2025) Legacy*)

In addition, [the web page](#) has been consolidated as a repository that houses information of general interest about the project, including each of its strategies, tools, and methodologies. These include the SEA course, the Integral Support Routes against violence against women, the agroecology booklets "Learning from our experiences," and various documents, infographics, and a research associated with the labor

situation of women in the flower and panela value chains. The site also contains newsletters and news highlights of the project's development, videos produced to make the impact and advocacy in the territory visible, and finally "Vamos Tejiendo: El Podcast" (Let's Weave: The Podcast), made up of 12 episodes that provide a tour of the lessons learned, reflections and knowledge that were woven together with the communities. This website will be available until April 2026.

III. RESEARCH

VT conducted several investigations throughout the project's implementation, including the Pre-situational Analysis (PSA), the perception study, the research on working conditions in the panela sector, the research on working conditions in the flower sector, and the Outcome Harvest. The first two were carried out directly by the VT Pact team, while the two investigations on labor conditions were carried out by ENS, and the Outcome Harvest was carried out by the PIAC team. The following is a summary of these investigations.

At the beginning of the project, during the pandemic, the VT team directly conducted the PSA, although it was initially going to be contracted out, but in view of the limited activities that could be carried out at that time, it was led by the team itself. This had positive implications for the project itself, given that it provided a much more direct understanding of the situation of the women participating in the project and also brought the team closer to the participants, their families, and their communities, thereby helping to build trust at the start of the project. Thanks to the PSA, the project better understood the differences between the panela and cut-flower sectors in terms of being formal/informal, urban/rural, majority female/mostly male, and other differences between the two. The PSA also surfaced how time constraints and unbalanced care burdens, in addition to situations of GBV, prevent women in both sectors from economic autonomy.

The VT perception study, in turn, helped the project to delve deeper into just how women use their time and how addressing some of their time constraints could have positive impacts on women's economic empowerment. It also showed how other members of the family, the community, the public, and the private sector have a decisive role in redistributing tasks to contribute to women's autonomy. The VT team presented the results of the perception study at the 2023 meeting of the American Evaluation Association, not only in terms of the results but even more so in its innovative qualitative methodology to obtain interesting information in favor of the implementation of a project.

The ENS research on labor conditions in the panela industry was important and interesting in order to highlight the gaps between informality and formality. Although there are often no contracts in this sector and not all decent work conditions are met, the reflections raised in the research created awareness and actions to recognize men and women economically in the same way, to improve safety and health at work, to consider women in positions that have traditionally been occupied by men, among others.

The ENS investigation of labor conditions in the flower industry posed several challenges, particularly due to the sector's lack of openness to conduct surveys and interviews. However, regarding decent work, challenges are considered in overtime and its remuneration, outsourcing, and free association; the research was able to see some of these limitations in a partial way. Beyond the research itself, some companies in the sector saw an opportunity in the project to address possible cases of harassment and generally a better working environment for women, resulting in lower turnover and greater stability of female employees. Conditions in the larger companies are generally better than in the informal sector

Finally, in terms of the Outcome Harvesting study, VT received interesting information from the participants in terms of the project's effects on awareness, communications, training, productive activities, relations with the public and private sectors, and how all of this has an impact on women's economic autonomy.

IV. MONITORING AND EVALUATION (M&E) ISSUES.

A. PROGRESS TOWARDS COMPLETING M&E DELIVERABLES

Project definitions

During the first year, the project developed and submitted proposed definitions to USDOL for child labor, and forced labor, including the specific activities or tasks that children and adolescents carry out related to child labor or hazardous child labor within the cut flowers and panela sectors, as well as concepts related to gender mainstreaming, gender equity, women's empowerment, acceptable working conditions, and other related concepts. USDOL Approved in April 2021.

Pre-Situational Analysis (PSA)

During 2020 and 2021, VT developed the scope of work (SOW) for the Pre-Situational Analysis (PSA), a qualitative study that grounded the project's implementation strategy in the realities of the target communities. After approval of the SOW and data collection tools, the project conducted the study through a mixed-methods

approach involving the collection of qualitative and quantitative data, analysis of supply chains, contextual analysis including systems mapping, a stakeholder analysis, and an assessment of labor market factors. The PSA aimed to identify and understand the underlying patterns in the sector and in the communities to help the project develop actions to promote or unlock change, thus adjusting the existing dynamics within the system.

Due to the COVID-19 pandemic, and in agreement with the USDOL's Grant Officer's Representative (GOR) and M&E point of contact, the project postponed the start of fieldwork twice to ensure the safety of the project's team and the communities. Consequently, the PSA report submission delivery date was also delayed twice. Finally, in October and November 2020, the project team conducted fieldwork for the PSA, conducting virtual interviews with 29 stakeholders, including officials from the Mayor's Offices of Funza, Facatativá, San Roque, and Yolombó, as well as family commissaries and the Secretariats of Economic Development in the municipalities.

One of the PSA's most relevant findings was that more job skills training does not create more opportunities for growth in the cut-flower sector. In the panaleta sector, women are not dedicated primarily to panaleta production activities, but rather to other agricultural activities. The PSA also acknowledged a significant lack of time and resources for women. Additionally, the PSA recommended focusing training opportunities on product diversification and marketing, as well as completing high school, developing reading and writing skills, and acquiring digital literacy.

The PSA results were disseminated through various communication materials, including infographics and an executive summary, and shared with public and private sector stakeholders to motivate partnerships and action. Due to the high level of interest in this information, VT, Pact D.C., and USDOL designed a strategy to disseminate the information through the social media accounts of the two organizations during the celebration of the International Day of Democracy. Additionally, VT implemented some recommendations to adapt the engagement strategies and the training curriculum. Approved in June 2021.

CMEP development process

After the approval of the project definitions, the project initiated the development process for the Comprehensive Monitoring and Evaluation Plan (CMEP). VT reviewed guidance received from USDOL on the development of the CMEP, including the indicator library, security considerations guidance (for M&E), the companion guide to OCFT standard indicators, and M&E considerations for migratory populations. The project then developed the results framework and activity mapping of the project outputs and outcomes. In this matter, in April 2020, due to the COVID-19 pandemic, the project also participated in the first virtual Grantee Orientation. The CMEP workshop was postponed once; however, these workshops were held remotely in June 2020 with all project staff and USDOL. During these workshops, USDOL shared their methodologies for monitoring their process and the steps moving forward with the CMEP development. After the workshops, the team started developing and refining the activity mapping, the results framework, and the Performance Monitoring Plan (PMP). In June 2021, the USDOL approved the CMEP document, along with the Direct Participant Monitoring System (DPMS), the Data Report Form (DRF) (Annex A), and other information collection tools, such as the intake form and the children's tracking work status, stakeholders' workplan tracking system, and the private sector initial interview. After this, the project continued with the procedure for defining targets for each indicator.

CMEP implementation

VT reached 3,377 individuals through the intake form, including 1,862 people in the cut flower sector and 1,515 in the panela sector. Of these 3,377 individuals, 81.8% (2,763) have participated in at least one project activity, comprising 2,242 women and 521 men. 1194 individuals are from the panela sector, and 1569 are from the cut-flower sector. See *Annex G3_Vamos Tejiendo (2020- 2025) Intake form infographics*

The team implemented the intake form using two methods: 1) household recruitment and 2) recruiting through new stakeholders. Household recruitment was conducted by first applying the form to the individuals in the households of women who had already been interviewed. These individuals were not able to be interviewed due to various reasons, such as their lack of time, the impossibility of being at home or at the agreed location at the time of the visit. This occurs primarily in the households of women who work in the flower sector in Cundinamarca.

The VT signed an agreement with Sunshine Bouquet to allow the performance recruitment of women present on site during working hours. To reinforce recruitment, the VT conducted the recruitment in two parts; The first part was an awareness-raising session to explain project activities, the benefits of engagement with the project, and motivate women to participate. In the second part, the team administered the intake form, which in turn encouraged them to ask other household members to participate in the project. As previously mentioned, the possibility of entering the farms depends on the flower sector's production times.

As the project team began to provide livelihood services, it also initiated the implementation of the *CheVeRe* campaign. (Checking, Verify, Review)

VT ran bimonthly data quality assessments. The M&E team assessed data quality through various means of verification, including: 1) activity reports and 2) verifying paper-based data with that entered in the data system. These assessments are important, as they allow VT to provide timely corrective action points to partners as well as project staff. The team subsequently follows up to ensure that correctly verified data can be used for the semi-annual reports.

Additional M&E efforts "A las flores en Bici" Initiative

In July and August 2021, VT worked closely with the WBR, in alliance with Asocoflores, to establish reporting requirements, indicators, and eligibility criteria for the "Las Flores en Bici" initiative. In August 2021, the M&E team reviewed the information collected during the "*A las flores en bici*" initiative to monitor the participants. The objective was to verify that participants from ONOF, Flores La Conchita, and Jardines de los Andes were using the bicycles and to gauge their level of satisfaction with the bicycles. The team consolidated and analyzed the collected information, producing a report to close out the initiative. The M&E team also supported the interviews and collected the life stories of two women who participated in the strategy to identify the changes perceived after using the bicycle as their means of transportation.

Perception Study

The M&E team supported the Communications and GESI teams of the project in conducting the Perception Study in San Roque and Yolombó (Antioquia) in June 2021, and in Facatativá and Funza (Cundinamarca) in July and August. The team in charge of the Perception Study conducted eight focus groups: two with adult women, two with young women, two with adult men, and two with young men. The M&E team conducted the four focus groups with men on the perception of masculinity and its impact on their relationships with women in conditions of equality. Additionally, the M&E team supported the entire information collection process through audiovisual materials during the five interviews with adult women.

Interim Assessment

In March 2022, VT submitted the draft Terms of Reference (TOR) for the interim assessment to USDOL for review, with the objective of identifying achievements and challenges in implementing the project during the COVID-19 pandemic. Following USDOL's feedback and approval, the TOR was finalized, translated into Spanish, and widely disseminated. In May, Buddhi S.A. was selected to conduct the assessment from a pool of three consulting firms. The assessment followed a qualitative learning approach through key informant interviews and workshops with project staff, implementing partners, and key stakeholders. Data collection, originally scheduled for June, was delayed due to security issues in Yolombó and San Roque and was conducted between July and mid-August 2022. Preliminary findings were presented in September, and USDOL approved the final report in October 2022. Key findings highlighted the project's adaptability and innovative responses during the pandemic, including leveraging community knowledge, enhancing women's understanding of labor and gender rights, and strengthening local institutional coordination. The assessment also identified several good practices, such as the use of pre-situational analysis, joint planning with government actors, the adaptation of the CREARTE methodology, and the development of tailored training modules. Actionable recommendations included enhancing women's economic participation, supporting small-scale producer associations, addressing time poverty, and improving data collection efficiency through random sampling.

Measuring Women's Perception Indicator

Between March 2023 and April 2025, the VT team developed and progressively refined the methodology to measure the Women's Perception indicator, which seeks to capture changes in female flower workers' perceptions of their working conditions resulting from project activities. Initially, the team proposed a perception index based on Decent Work and Acceptable Working Conditions categories, such as a safe working environment, work-life balance, equality of opportunities, social dialogue, and workers' representation. However, following a review of sector conditions and available data, the team transitioned to a perception survey format and developed a comprehensive 34-question instrument. After piloting the tool in collaboration with Sunshine Bouquet's Workplace Coexistence Committee, early responses from two participating women and a man indicated improvements in areas such as workplace safety, labor rights awareness, and work-life balance, particularly due to tools like the "violence meter" and soft-skills workshops. Further piloting occurred with three cut-flower companies in La Ceja, Antioquia, where the 17 pre-test results revealed a limited understanding of labor rights, GBV protocols, and the function of Workplace Coexistence Committees, confirming the relevance of VT's gender and labor rights training. Between October 2024 and April 2025, the exit survey was administered as part of a pilot to seven workers

(six women, one man) across two farms, who reported a positive shift in their perception of working conditions, linked to corporate campaigns, inclusive language practices, and educational workshops. Due to the early closure of project activities, the tool could not be applied to 11 planned participants from Jardines del Sol and Jardines de San Nicolás. The team also identified the need to adjust the questionnaire to more accurately capture perception changes directly attributable to project interventions, particularly in new areas such as La Ceja.

Modification for the Percentage of Households engaging Child Labor (POH1) and Percentage of Households engaging Hazardous Child Labor (POH2) indicators

The project and the USDOL worked on the following changes as an alternative solution to the challenges the project has faced in conducting the intake form for participants' households, such as the high geographic dispersion of households and the limited time available to women and household members. This also responded to the action item from the interim assessment, *1. A cost-efficient random sample to reduce data recollection costs.*

During October 2022 and April 2023, the project presented the first draft modification of the Direct Participant Monitoring System (DPMS). This modification proposed replacing the census approach to conduct the intake form for the members of the female participants' households and obtain information to assess the labor status of school-aged children (ages 5-17). It also aimed to calculate POH1 and POH2 using a 25% random sample, factoring in a 5% margin of error, a 95% confidence interval, and a 50% conservative estimate, along with an adjustment factor of 5% to account for non-response. Consequently, out of the 1500 households of the direct participants, the project intends to interview 381 households and their members on a rolling basis throughout the project's duration. Based on the statistical calculation of sample size, the project can confirm that this sample size will be representative of the larger population (1500 households).

After October 2023, VT submitted the second draft of the proposal for measuring the POH indicators to USDOL. The M&E team initiated the use of the intake form for the households of the direct participants through the proportional random sampling suggested in the DPMS modification. Implementing this strategy has reduced the cost and time of collecting information and has provided timely data for monitoring child labor in the participants' households. However, challenges persisted throughout the life of the project. More details about these challenges can be found in the M&E challenges section.

- **Ficha reloj (brief analysis of the households and participating children) – Labor status of children and adolescents.**

VT began implementing its youth strategy in September 2023, which included the CreArte methodology, youth participation and advocacy activities, the Rural Youth School, and radio podcast training. As part of this strategy, the project monitored child labor involvement among adolescent participants—755 in total, including 405 girls and 350 boys—through the application of the *ficha reloj*¹¹, a tool used to assess the work

¹¹ The *ficha reloj* ajustada is a tool developed by Somos Tesoro, a USDOL-funded project, for monitoring the work status of children and adolescents involved in the project. VT applies this tool, customizing it for the cut flower and panela sectors. This resource enables VT to assess whether underage participants may

status of participants of livelihoods services under the age of 18. The *ficha reloj* was administered every six months and informed follow-up actions by the VT Child Labor Committee. Based on the data collected, the committee evaluated each case and defined tailored child labor prevention strategies for adolescents suspected of engaging in labor activities.

Throughout project implementation, follow-up visits revealed that some adolescents were involved in labor while continuing to attend school and actively participating in VT activities. These activities included assisting parents on farms during weekends or working as waitstaff in local restaurants. However, the most commonly reported form of child labor was excessive engagement in household chores. In many of the project's rural intervention areas, often located far from municipal centers, access to basic services is limited, and schools only operate three days per week. Although girls did not typically perform household chores on school days, the days without school were often spent helping with domestic tasks or working on family farms, frequently exceeding the threshold of 14 hours per week for household responsibilities. These conditions are recurrent and deeply embedded in local cultural norms.

Importantly, no individual cases required referral to CIETI for formal rights restoration. However, general reports summarizing the situation of adolescent participants were shared with CIETI and with the schools engaged in the project, with the objective of informing and promoting further preventive actions in coordination with institutional partners.

- **Concrete Actions for the Prevention of Child Labor**

Dissemination and Engagement with Institutional Support Services:

VT shared information on support services and training opportunities through networks and coordination with the school principal, focusing on enabling at-risk students to access vocational guidance programs, training, and emotional support offered by the mayor's and governor's offices.

Engagement of At-Risk Youth in Educational and Preventive Activities:

VT integrated students at risk of child labor into an Information and Communication Technologies research group, including specific activities such as creating a podcast on child labor prevention. This allowed youth to develop skills and receive guidance on mental health and prevention topics.

Vocational Guidance and Life Project Development:

Through vocational guidance sessions, VT promotes self-awareness and life planning based on students' interests, skills, and aptitudes, helping youth envision alternatives to child labor. This guidance also includes awareness of educational opportunities, such as the "zero tuition" initiative.

Collaboration with CIETI:

VT has encouraged the co-responsibility of CIETI members in child labor issues, strengthening their role in identifying and preventing cases through dynamic activities and awareness-raising efforts. Although some

be engaging in child labor or hazardous child labor, as well as whether they are enrolled in school. The analysis results of this tool serve to measure the POH and POC indicators.

CIETI groups are currently paused, VT actively participated and provided training to officials when possible.

End-line Outcome Harvesting (OH)

To assess participants’ perception of the project’s effectiveness, sustainability, and influence on participants and their communities, VT conducted an endline assessment using the Outcome Harvesting (OH) methodology. This approach, which does not require a baseline and is well-suited for dynamic contexts, was selected for its ability to identify intended and unintended, positive and negative outcomes influenced by the project. In September 2024, the project published the Terms of Reference for the end-line evaluation, and after a competitive selection process, awarded the consultancy to PIAC (Palabra y Acción), a Colombian firm with expertise in participatory evaluations and OH. Beginning in November, PIAC conducted 30 in-depth interviews and five focus groups with the support of the VT team. The final report, submitted in January 2025, highlights significant outcomes, including:



Figure 65: Key Project Outcomes According to Endline - Outcome Harvesting (2025).

Nevertheless, the OH also identified ongoing challenges in achieving economic sustainability and advancing formalization processes. The implementation of a territorial approach enabled the project to tailor its strategies to the specific characteristics and needs of each region, contributing to the overall relevance and impact of the intervention. See the complete report in Annex G4_Vamos Tejiendo Endline Outcome Harvesting

Collection and Analysis of Community Leaders (Gestoras Comunes) and Women's Circle Experiences

As part of its knowledge management efforts, the project decided to systematize the Women's Circles and Community Leaders strategies. To this end, a consultancy with PIAC was contracted from December to February. PIAC carried out this process based on the Participatory Action Research (PAR) approach, aimed at documenting and critically analyzing the experiences, methodologies, and stakeholder coordination developed during the implementation of both strategies. This was achieved through focus groups and semi-structured interviews with key stakeholders, to gather testimonies that helped understand the impact and social transformations driven by VT through these initiatives. The analysis, grounded in grounded theory, identified best practices, lessons learned, and opportunities for replication. The findings will be delivered and disseminated among key stakeholders to promote ownership and sharing of learnings, enhancing their potential for scalability.

The systematization identified common lessons from the Gestoras Comunes and Women's Circles strategies, including the importance of adapting methodologies to local contexts, promoting collective leadership, and creating safe, supportive environments to foster women's empowerment. Specifically, for the Gestoras Comunes strategy, successful practices included using participatory and modular methodologies, training women as multipliers of knowledge, and continuous learning processes through adaptation and follow-up. Key challenges involved ensuring sustained support and promoting long-term integration into local governance structures. In the Women's Circles, lessons learned highlighted the value of mutual support networks, the flexibility to address diverse participant experience and knowledge levels, and the critical role of safe spaces for collective reflection. However, barriers such as logistical limitations for rural participants, cultural resistance to gender empowerment, and weak articulation with external institutions posed significant obstacles. Both processes demonstrated that community-led empowerment requires ongoing flexibility, resource support, and strategic partnerships to ensure sustainability and broader social transformation. *See the complete reports in Annex G5_Sistematización Círculos de Mujeres Vamos Tejiendo and Annex G6_Sistematización Gestoras Comunes Vamos Tejiendo.*

B. M&E CHALLENGES

Throughout the life of the VT, the M&E team encountered several contextual, technical, and operational challenges that required adaptation and iterative problem-solving. The COVID-19 pandemic imposed significant limitations on community engagement activities in the early phases of implementation, delaying the fieldwork for the Participatory Situational Analysis (PSA) and the development of the CMEP framework. Lockdowns and security conditions, particularly in Antioquia, further hindered the team's ability to establish trust with communities and gather baseline data. Additional challenges arose from limited access to gender-disaggregated data in the panela sector and the project's reliance on both governmental sources and primary data collection to bridge this gap. Working with the private cut-flower sector in Cundinamarca also proved difficult, especially in securing access to female workers for intake form administration and project enrollment.

As the project progressed, the intake form remained a persistent challenge due to its length, the need for household availability outside of work hours, and difficulties in reaching former employees. Despite the team's efforts to build trust and improve communication strategies, these obstacles occasionally affected data completeness and the representativeness of sampling for key indicators such as the Percentage of Households with Children in Child Labor (POH). The team also faced challenges administering pre- and post-tests due to limited time allowances from companies and shifting participant attendance among public officials. To mitigate this, the team adjusted training formats, condensed evaluation tools, and incorporated interactive methods like Kahoot! to increase completion rates.

From a systems perspective, adapting Pact's ImPact (DHIS2) platform to project-specific needs required self-taught programming efforts by the M&E team, who later established data quality routines, verification strategies, and collaborative review mechanisms across project components. In 2023, the implementation of the CheVeRe campaign led to a surge in field activities and verification demands, requiring the review of over 800 documentation sources. Finally, during the project's closure phase, challenges in adhering to sampling protocols due to reduced participant availability in December and January, along with the

temporary suspension of activities, delayed the collection of critical data for child labor indicators, highlighting the continuous need for adaptive planning in M&E operations.

C. EXPERIENCES, INNOVATIONS AND SUGGESTIONS

Throughout the implementation of VT, the Monitoring and Evaluation (M&E) team introduced several innovations and knowledge management practices that strengthened project tracking, improved data quality, and promoted learning both internally and with external stakeholders. The following highlights key experiences and tools developed:

- **Adaptation of best practices** from other USDOL-funded projects, including the Somos Tesoro initiative, particularly in areas such as beneficiary tracking (DBMS), data quality verification, and livelihoods monitoring.
- **Engage in cross-project exchanges** with similar initiatives in Mexico, Colombia, El Salvador, and the Philippines to discuss value chain approaches, tools, and definitions.
- **Design of the "A las flores en bici" monitoring strategy**, including participant registration and a follow-up tool for bicycle use, developed in collaboration with Asocolflores and WBR.
- **Development and deployment of ImPact-DHIS2 system**, customized for VT to manage intake forms, service tracking, and indicator reporting, along with the design of a physical intake form aligned to system logic.
- **Creation of Excel templates** with data validation, macros, and automated formulas for faster and more accurate data processing, such as for livelihood services and test results.
- **Design of a bulk-upload template** for ImPact, streamlining the process for entering workshop attendance and reducing manual workload.
- **Development of a Power BI dashboard** to visualize 47 project indicators, with options for disaggregation by sex, age, sector, and reporting period.
- **Automation of data integration** from Excel to SQL databases using SSIS, which reduced processing time and enabled faster calculation of indicators.
- **Capacity-building for project staff**, with tailored M&E training, including topics like data verification, indicator definitions, and participatory tools (e.g., Kahoot! flashcards).
- **Participatory monitoring with the Women's Circle in Facatativá**, including the co-creation of a tracking tool and training sessions to enhance their self-evaluation and planning capacities.
- **Knowledge systematization in 2025**, which captured learnings from 15 core strategies (e.g., SEA, CreArte, Labor Citizenship) and resulted in:
 - 10 infographics
 - 13 podcast episodes

- A knowledge management section on the project's website to support replication and legacy sharing.

These innovations contributed not only to effective project monitoring but also to capacity building among stakeholders, enabling stronger documentation, communication of results, and sustainability of local initiatives.

V. LESSONS LEARNED AND EMERGING PRACTICES

A. LESSONS LEARNED

- ***PSA designed and implemented by the project team.*** Having the project team conduct the PSA rather than hire a consulting firm for this purpose created additional workload for the project. However, the team members gained significant knowledge about the context, region, and conditions of the future participants through their involvement with this initial stage of the project. This is part of a capacity-building process, which would have taken longer if the PSA had been conducted by a consulting firm, and constitutes an asset to the project. In addition, the study was a starting point and accelerator for trust-building with the different actors in the regions that participated in the analysis.
- ***Use Virtual Tools to adapt to different situations.*** The reality of virtual work generated opportunities in the use of new technologies to engage key stakeholders in the absence of face-to-face interaction. However, the team recognizes that not all team members or project participants know or can use these technologies. For this reason, it is important to provide training to the team and participants of workshops, as possible dedicated sessions on digital literacy and new technologies as part of the participant training strategy, to ensure the success of the project.
- ***Building trust with and among flower sector stakeholders.*** Over the years, the level of trust between cut flower businesses and trade unions has decreased due to their diverging perspectives about the development of labor rights. At times, this has led to a total breakdown in dialogue that has prevented these two key groups from reaching important agreements. In this context, the project team has realized the importance of building trust between business and unions by promoting activities in which they all participate and creating spaces where they can listen to each other despite their differences. Trust building is a lengthy process, and the project team had to understand the political environment in the country, the laws introduced by the government, and the proposals made by both business and unions, so as to ensure a do-no-harm approach to engaging these stakeholders.
- ***Activity planning according to private sector actors' availability.*** The project's increased collaboration with private sector actors was a result of VT's better grasp of private stakeholders' availability and priorities in terms of activity programming with their workers. Conducting activity planning directly with the private sector actors became a fundamental requirement to ensure the success of the activities with the project participants who are employed by these private organizations.

- ***Importance of accounting for participants' limited availability when designing training methodologies.*** After Sunshine Bouquet permitted VT to conduct two-hour training sessions with its female workers during work hours, the project team designed specific training methodologies on topics that these women consider relevant, such as life skills, labor citizenship, care economy, communication tools, and violence prevention. These methodologies incorporate dialogue-building activities, practical exercises, and reflections on the themes prioritized for each session, so it was challenging to fit everything into two-hour training sessions. But after discussing and producing several iterations, the team developed training methodologies that efficiently covered all the content in a two-hour session. The lesson for the team is that when faced with time limitations, in this case the two-hour session, efficiency must really be prioritized. The training methodologies must be designed with special care to ensure that they can cover the desired topics and activities in the limited time available.

B. EMERGING PRACTICES

- ***Fostering Community Engagement Through Trust and Dialogue:*** To reach out to the community, the project identified the different community leaders and other individuals necessary to build trust to carry out an intervention based on the principle of Do No Harm. VT also fostered trust to reach agreements with the community on what they need to increase their capacities and achieve the collective well-being of the target municipalities.
- ***Addressing Resistance Through Dialogue:*** Pact and ENS encountered resistance from some flower sector businessmen to collaborate with activities related to labor citizenship training, awareness-raising with women and adolescents, and referral of labor rights violations to the CAL, which were carried out primarily by ENS. Therefore, the project promoted continuous and open dialogue with these businessmen to reduce their misgivings about ENS in order to reach an agreement about the activities that will enable the participation of women workers. This is carried out with the understanding that ENS has no political objectives in the VT project and that its functions and the content of the activities are framed in the project objectives. The project has also reiterated that ENS' approach to labor is the promotion of decent work, which is also one of the aims of organizations such as the ILO, UN, and ECLAC and is framed in the decent work policy incorporated by the Government of Colombia into different decrees and public policies, which go beyond the concept of unionism.
- ***Leveraging collaborative communication to amplify project results:*** the communications component strengthened the relationship with the communications area of allied entities and organizations and community, local and regional media, which allowed us to promote the visibility of the project's commitments and show greater achievements and results.
- ***Virtual engagement, project work, and team building.*** Despite the social distancing restrictions, the project team has been able to contact and interact with key stakeholders by virtual means. Over the reporting period, the VT team continued to identify effective methods to make virtual contact with new stakeholders and maintain communication with the stakeholders with whom the project has been building partnerships. The VT team learned how to communicate, create team dynamics, and

use tools and action plans in a virtual working environment with different actors. The team showed resourcefulness in identifying digital tools for facilitating workshops, such as Miro, which will likely continue to be valuable assets in the VT toolkit throughout the life of the project.

- **Registering participants alongside private sector stakeholders.** Private sector partners involved in the flower value chain have opened to the possibility of registering project participants alongside the project. This practice not only makes the registration process more efficient, but it also has the benefit of increasing interest among women contemplating becoming project participants.
- **Including the administrative and finance teams in project activities.** Pact Colombia has always strived to include the administrative team in some project activities to allow them to get closer to the realities of the program and to feel connected to the deeper purpose of the work we do. In January 2022 most of Pact Colombia's administrative and finance team supported the VT Intake Form registration process. They got to visit a flower company and to interact with the participants, which helped increase their understanding of the project. VT will continue to pursue opportunities to connect the administrative and finance team with the implementation side of the project.
- **Accounting for female workers' time constraints when scheduling training sessions.** The team developed strategies for working with women in both productive sectors, keeping in mind the challenges they face due to competing obligations. Therefore, the team first reaches an agreement with the women and their employers about the schedule and duration of the training sessions, to ensure they have the availability to attend.
- **Encouraging information sharing of USDOL projects.** USDOL's new digital platform has become an opportunity for VT and other USDOL projects to share valuable project information with different audiences and in different languages. VT particularly appreciates the inclusion of messages in Spanish and USDOL's outreach and coordination efforts to collect content for the platform.
- **Community ownership:** Co-creating communicative messages with participants ensures greater engagement and relevance of the products.
- **Stepwise strategies:** Designing clear and progressive plans facilitates effective implementation.
- **Strategic use of channels:** Identifying and prioritizing the most accessible and effective media, such as radio and social networks, is key to maximizing reach.
- **Adaptation to different contexts:** Flexibility in training processes ensures the relevance of strategies in different territories and populations.

VI. OTHER

A. ELABORATION ON SPECIAL EVENTS OR IMPORTANT MEETINGS NOT MENTIONED ELSEWHERE (IF APPLICABLE)

During this close out time, the project received several expressions of support and gratefulness. The team is thankful with how the project was appreciated, and wanted to share the letter from

the mayor's office from San Roque expressing gratitude that is extensive to Pact and USDOL.
Please See Annex H1 *Letter Mayor of San Roque*

B. DESCRIPTION OF PROJECT COMMUNICATION/OUTREACH/USE OF SOCIAL MEDIA NOT DESCRIBED ELSEWHERE

USDOL and Pact world published some of the content produced by VT on their official networks:

https://www.linkedin.com/posts/bureau-of-international-labor-affairs_meet-diana-pulgarín-the-trailblazing-new-activity-7257411689740951554-yQt

https://www.linkedin.com/posts/bureau-of-international-labor-affairs_5-strategies-of-vamos-tejiendo-to-eliminate-activity-7270527444451831811-SFdi?utm_source=share&utm_medium=member_android

<https://x.com/PactWorld/status/1870076780129763428>

<https://www.facebook.com/share/p/154zbTohKL/>

<https://www.facebook.com/share/v/19cGP6jPzh/>

<https://www.linkedin.com/feed/update/urn:li:activity:7279556906803724288>

<https://www.linkedin.com/feed/update/urn:li:activity:7275842566393147392>

The communications component of VT played a key role in making its initiatives visible, coordinating with local, community and regional media to amplify their impact in the territories. The different alliances made it possible to highlight good labor practices for gender equity, consolidating its reach in the flower-growing sector of eastern Antioquia through articles, interviews and publications in allied media.

Jardines de San Nicolás produced a podcast episode highlighting the project's achievements, while the program "Al César lo que es del César" from Medellín interviewed Patricia Henao, director of VT, on the empowerment of rural women in Antioquia and Cundinamarca. UNIMINUTO Radio Cundinamarca also provided a space for Mary Luz Rojas, from the Círculo de Mujeres de Madrid, to share how this initiative promoted the conversation "Sororidad: de la palabra a la acción" (Sorority: from words to action). In addition, two press kits developed in collaboration with COMFENALCO, focused on the prevention of GBV and work-family reconciliation, were widely disseminated by regional media, highlighting the project's contributions to the promotion of harassment-free work environments.

C. MANAGEMENT ISSUES (STAFFING CHANGES, VACANT POSITIONS, OR OTHER) NOT MENTIONED ELSEWHERE (IF APPLICABLE)

Throughout the life of the project, most of the team was maintained; the team grew in 2022 after a review that allowed accelerating the implementation and defining specific actions that would allow greater impact. It is noteworthy that beyond some changes there was always a commitment of the team to the empowerment and autonomy of women. With a majority of women, the team always functioned organically and became, among other things, an example of how women can work together and exercise sorority among themselves.

VII. LIST OF ANNEXES TO SUBMIT WITH REPORT

Annex A: Data Reporting Form (required for all projects with CMEP/PMP)

Annex B: Updated Work Plan (required for all projects).

This Annex is the same as the one included in the last TPR

Annex C: Response to DOL Comments from Last Technical Progress Report (required for all projects)

This Annex is the same as the one included in the last TPR

Annex D: Update on Project Activities in Response to Evaluation Recommendations (required for all projects that have been evaluated)

The final evaluation was not concluded given the Government's executive order regarding International cooperation and the early termination of the project. Therefore this annex was not included.

Annex E: Status of VAT Exemption, if applicable (Required until VAT Exemption is received)

Annex E1: Colombian Agency for Cooperation

Annex F: Updated Sustainability Strategy (required annually with each October TPR starting in Year 2)

This Annex is the same one as the one included in the last TPR

Annex G: Major Project Outputs, Research Products, and Policy/Legal Outcomes

Annex G1_ Promoters in Labor Citizenship advance level modules

Annex G2_ Vamos Tejiendo (2020-2025) Legacy

Annex G3_ Vamos Tejiendo (2020- 2025) Intake form infographics

Annex G4_ Vamos Tejiendo Endline Outcome Harvesting

Annex G5_ Sistematización Circulos de Mujeres Vamos Tejiendo

Annex G6_ Sistematización Gestoras Comunales Vamos Tejiendo

Annex H: Other Attachments Included

Annex H1_ Letter Mayor of San Roque

VIII. TPR ANNEX E: STATUS OF VAT EXEMPTION

Name of Project: **Vamos Tejiendo**

Equal access to quality jobs for women and girls in agriculture (EQUAL) IL-33989-19-75-K

Project Pursued VAT Exemption

Yes No

Project Obtained VAT Exemption

Yes No


Please provide a status update of actions being taken by the project to receive VAT exemption during the reporting period.

Pact sought exemption from VAT (Impuesto del Valor Agregado – IVA) for costs, such as securing hotels, purchase of equipment and supplies, leasing of event spaces, etc. As part of the negotiation process with the vendors, Pact used the VAT Exemption Letter provided by USDOL on December 4, 2020. And later with more recent government’s certificate from the government of Colombia for the inscription of the project with the Colombian Agency for Cooperation from June 20/ 2023 , we received the extension until July 2024, after we received the extension until Feb 2025 and finally with the extension we received it until December 2025 (attachment E1). Such letters were usually accepted by vendors to exempt tax. VAT exemption were not always possible for costs approximately below 100,000 Colombian Pesos. For transactions of small value, this negotiation process is not always possible. For example, payment for a lunch when on a field visit may cost 10,000 Colombian Pesos, and VAT on such a small transaction will be administratively cumbersome to avoid.

It is important to highlight that the Colombian revenue service does not provide written exemption of VAT to organizations like Pact. It has been our experience that most vendors accepted the letter provided by USDOL and the one provided by APC as a means to allow Pact and the project to be allowed of tax exemption, so more funds could be used to benefit project activities and participants.

Technical Progress Report

Revised 3/6/2018

1. Federal Agency and Organization Element to Which Report is Submitted: DOL/ILAB/OCFT	2. Federal Grant Number IL-31477-17-75-K	3. DUNS Number 07-770-5911
4. Country and Project Name: COLOMBIA – BUILDING THE CAPACITY OF CIVIL SOCIETY TO COMBAT CHILD LABOR AND IMPROVE WORKING CONDITIONS (Proyecto “Pilares”)		
5. Recipient Organization Contact Information <i>Headquarters</i> PACT, INC. 1140 3rd STREET NE SUITE 400 WASHINGTON DC 20002 UNITED STATES OF AMERICA		
6. Project/Grant Period Start Date: <i>(Month Day, Year)</i> DECEMBER 15, 2017 End Date: <i>(Month Day, Year)</i> MARCH 26, 2025	7. Reporting Period End Date <i>(Month Day, Year)</i> OCTOBER 1, 2022- MARCH 26, 2025	8. Final Report <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No 9. Report Frequency <input type="checkbox"/> semi-annual <input checked="" type="checkbox"/> other
10. Annexes to Submit with every Technical Progress Report, as applicable. <i>Please mark the checkboxes below to indicate the annexes attached.</i> <input checked="" type="checkbox"/> Annex A: Data Reporting Form for reporting on performance indicators <input type="checkbox"/> Annex B: Updated Work Plan <input type="checkbox"/> Annex C: Response to Donor Comments from Last Technical Progress Report <input type="checkbox"/> Annex D: Update on Project Activities in Response to Evaluation Recommendations <input checked="" type="checkbox"/> Annex E: Status of VAT Exemption <input type="checkbox"/> Annex F: Updated Sustainability Strategy (to be included with each April report starting in Year 2) <input checked="" type="checkbox"/> Annex G: Major Project Outputs and Research Products <input checked="" type="checkbox"/> Annex H: Other attachments		
11. Certification: I certify to the best of my knowledge and belief that all information and data presented in this report is correct and complete.		
11a. Printed Name and Title of Project Director or Other Responsible Official Laura Cortés Obregón Project Director Pact	11c. Telephone +57 4 3220893 11d. Email Address Lcortes@pactworld.org	
11b. Signature of Project Director or Other Responsible Official 	11e. Date <i>(Month Day, Year)</i> 30/05/2025	
12a. Printed Name of Authorized Organizational Representative (AOR) Christy Smith, Sr. Director of Compliance, Grants & Contracts and Senior Legal Counsel	12c. Telephone +1(202)466-5666 12d. Email Address Csmith@pactworld.org	
12b. Signature of Authorized Organizational Representative (AOR) 	12e. Date <i>(Month Day, Year)</i> 30/05/2025	

INTRODUCTION

The project “Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions in Colombia,” also known as Pilares, was initially funded by the U.S. Department of Labor (USDOL) with a budget of \$2,000,000 for implementation through December 2020. Due to its successful implementation and demonstrated impact, the project’s total funding was increased to \$4,250,000, extending its implementation through May 31, 2025. Pact has been responsible for implementing the project from December 15, 2017, to March 26, 2025. The overarching goal of Pilares is to strengthen the capacity of civil society organizations (CSOs) to understand and address child labor (CL) and to promote acceptable working conditions within the artisanal and small-scale gold mining (ASGM) sector.

As a result of increased funding, the project was structured into two distinct phases, each with specific objectives. The first phase, which ran from December 2017 to September 2022, focused in four municipalities: Barranco de Loba and San Martín de Loba in the Sur de Bolívar region, and El Bagre and Zaragoza in the department of Antioquia, Colombia. This phase aimed to achieve four key outcomes:

1. Strengthening the capacity of civil society to identify and document accurate, independent, and objective information regarding the nature and scope of child labor and violations of acceptable working conditions, particularly in the ASGM sector.
2. Enhancing awareness-raising efforts to protect workers from child labor and from violations of acceptable conditions of work, with a focus on the ASGM sector.
3. Implementing targeted initiatives to address child labor and violations of acceptable working conditions, including facilitating access to grievance mechanisms for victims of labor exploitation.
4. Enhancing the effectiveness of solidarity networks in addressing child labor and unacceptable working conditions.

The final report detailing the outcomes of the first phase is documented in Annex H1. Synthesis Results Phase I Pilares, which was submitted as part of the October 2022 Technical Progress Report (TPR).

Therefore, this report focuses on the achievements of the second phase of the project (October 2022 – March 2025), which aimed to achieve the following objectives in the Sur de Bolívar region, specifically in Barranco de Loba, San Martín de Loba, and the newly added municipalities of Altos del Rosario and Hatillo de Loba:

1. Strengthen the capacity of CSOs to share knowledge and skills among network members through a peer-to-peer approach within the mining sector.
2. Enhance the sustainability of CSOs in addressing child labor and unacceptable working conditions in the mining sector through targeted small grants.
3. Improve the effectiveness of the solidarity network in implementing the Collective Impact (CI) approach, fostering collaboration with government entities and other stakeholders to combat child labor and unacceptable working conditions.
4. Expand the adoption of the CSO CI Model and best practices developed through Pact-Colombia projects (Pilares and Somos Tesoro) to other countries and sectors globally.

During the second phase of the project, the strengthening of CSOs was carried out through a partnership between Pact and Diversidad Rural, each bringing complementary expertise to the process.

Pact led the strengthening activities focused on CL, Other Unacceptable Working Conditions (OUWC), and organizational development. These efforts were conducted primarily through in-person methodologies, with a dedicated team based in the field and regular deployments of technical staff to provide direct mentoring, training, and support.

At the same time, Diversidad Rural, a Colombian non-governmental organization specializing in rural education using technology, led the virtual training component. Leveraging their expertise, they developed and delivered online learning activities, virtual mentoring, and resource adaptation to ensure that organizations could access continuous capacity-building opportunities regardless of geographic barriers. Their support was primarily focused on mentoring, facilitation, and strengthening organizational development processes.

This combined in-person and virtual strategy allowed the project to offer comprehensive, flexible, and context-sensitive support, maximizing the reach and effectiveness of organizational strengthening efforts across the four municipalities.

The project successfully met its planned objectives in the second phase through strategic initiatives that empowered CSOs, facilitated peer-to-peer knowledge transfer, and strengthened coordination among organizations. A significant milestone was the legal registration of the solidarity network as a corporation in Colombia (CORPILARES-BOL), a step that ensures the long-term sustainability of these initiatives¹. The solidarity network initially began in 2018 with 16 civil society organizations (CSOs), and thanks to the work carried out under the Pilares Project—through the application of the collective impact approach and the strong commitment of the organizations—it was formally established as a corporation in 2023 before the Colombian Chamber of Commerce (Annex H2.Chambers of Commerce Registration CORPILARES-BOL), with a total of 23 member CSOs at that time. As of today, 19 of these organizations remain active. Therefore, throughout this document, CORPILARES-BOL will be used to refer to the collective of CSOs supported through the project.

Additionally, the hands-on learning approach promoted through small grants enabled the CSOs to generate meaningful impacts within their communities, reinforcing Pilares' legacy and establishing best practices for future replication and scaling efforts.



Photo 1. The closing activity for the Pilares project and CORPILARES-BOL took place in December 2024

❖ Key Achievement

The collective impact approach implemented by Pilares catalyzed the formal registration of the solidarity network, CORPILARES-BOL, to become a legal corporation, a critical step in ensuring the long-term sustainability of Pilares' work.

¹ CORPILARES-BOL is authorized to lead initiatives that reduce CL and OUWC, improve occupational safety and health (OSH), strengthen safety in mining production units, and promote educational, cultural, and recreational activities. This legal recognition reinforces the subaward strategy and directly contributes to the long-term institutional sustainability of the corporation.

The following provides a brief summary of key achievements and learnings according to each of Pilares' sub-outcomes.

<p>Outcome 1. Increased capacity of civil society to share knowledge and skills to address CL and Other Unacceptable Working Conditions (OUWC) among Civil Society Organizations (CSOs) (network's members) through a peer-to-peer approach in the mining sector.</p>	
<p>Key Achievements:</p> <ul style="list-style-type: none"> • 100% of the evaluated Mentors (CSOs' representative) increased their capacity to share knowledge and skills to address CL and OUWC among network's members. • 17 new organizations received training from mentors. These knowledge transfer sessions had an attendance of 282 people. • 83% of CSOs measurably increased their knowledge in CL and OUWC 	<p>Key Learnings:</p> <ul style="list-style-type: none"> • Peer-to-peer mentoring, as a horizontal learning methodology, can foster solidarity and collaboration across municipalities, proving to be an effective and sustainable mechanism for knowledge transfer and local empowerment. It was transformative for both the mentoring and recipient CSOs, fostering both learning and ownership; and use of digital tools further amplified reach and sustainability of the learning process. • There is long-term value in investing in community-based leadership and technical capacity as key drivers of sustainability.
<p>Outcome 2. Increased sustainability of CSOs to address CL and OUWC in the mining sector through small grants.</p>	
<p>Key Achievements:</p> <ul style="list-style-type: none"> • CORPILARES-BOL became formally registered as a legal entity, enabling it to operate officially, manage projects, and pursue funding opportunities. • 92% of CSOs successfully achieved at least two sustainability indicators (as defined by each subaward). • 100% of CSOs improved their capacity to mobilize resources from different sources to address CL and OUWC. • 17 CSOs experienced increased perception as relevant actors to address CL and OUWC. • A total of 16 public-private formal alliances were established. 	<p>Key Learnings:</p> <ul style="list-style-type: none"> • Subawards are a key mechanism for strengthening CSOs' operational, technical, and financial capacity. Through this mechanism, local organizations improved their ability to manage funds, implement targeted interventions, and position themselves as credible and strategic actors in efforts to combat CL and OUWC. • A robust Organizational Strengthening strategy can significantly strengthen CSOs' abilities to mobilize resources, improve visibility, and develop sustainable, community-led solutions to address CL and OUWC. However, continued technical support and mentoring remain critical to consolidating gains and fostering long-term organizational resilience in the region. • A comprehensive communication strategy can position CSOs as visible and credible actors in the fight against CL and OUWC and can support sustainability by building a strong, cohesive narrative that reinforces the collective identity of the organization.
<p>Outcome 3. Improved performance of solidarity network to implement the CI approach and foster actions to work with government and other stakeholders to address CL and OUWC.</p>	

<p>Key Achievements:</p> <ul style="list-style-type: none"> • CORPILARES-BOL achieved 75% of its sustainability indicators, including the signing of 2 alliances, the implementation of 7 joint activities, the training of 10 board members, and the submission of two proposals for funding. • By the close of the project, 19 CSOs remained actively engaged; and female composition of active membership in CSOs increased from 38% in 2023 to 48% in 2024, reflecting a notable improvement in gender equity. • During the project, CORPILARES-BOL engaged with 75 external stakeholders, which led to formalization of 9 sustainability-focused alliances. 	<p>Key Learnings:</p> <ul style="list-style-type: none"> • CORPILARES-BOL has experienced significant advancements; yet will need to formalize strategic planning processes, strengthen internal delegation mechanisms, and institutionalize monitoring and evaluation practices. These efforts will help the organization transition from a reactive implementing body to a coordinated and proactive actor capable of leading multi-stakeholder action to combat CL and OUWC in a sustainable and inclusive manner. • A high level of commitment required from CSOs to fully participate in project activities and fulfill other responsibilities posed a challenge for some CSOs to stay engaged. However, those that remain ensure a committed solid foundation for the long-term sustainability of CORPILARES-BOL, ensuring that the corporation continues to lead local efforts rooted in shared leadership, inclusive participation, and collaborative action. • Formalization of alliances offers the opportunity to enhance the visibility and credibility of the corporation, fostering trust with local and regional actors, and anchoring sustainability strategies through shared leadership and inter-institutional collaboration.
<p>Outcome 4. Increased application of the CSO collective impact model and other global best practices from the Pact-Colombia projects (Pilares, Somos Tesoro) by other countries and sectors.</p>	
<p>Key Achievements:</p> <ul style="list-style-type: none"> • 100% of organizations that participated in multiple knowledge-sharing activities reported having incorporated at least one key element of the Pilares approach into their own initiatives. • A total of 44 experience-sharing events were carried out with national and international partners • A total of 210 communication products were developed as part of a strategic effort to enhance both external visibility and community ownership of the process. 	<p>Key Learnings:</p> <ul style="list-style-type: none"> • Key elements of the Pilares approach, including the CI methodology, the application of M&E tools tailored to grassroots CSOs, and the development of strategies for local advocacy and multi-stakeholder coordination, have resulted in the project becoming a regional benchmark for applied learning, with its tools and approaches being incorporated into the programming of organizations well beyond Colombia's borders. • A multifaceted dissemination strategy can significantly amplify the reach of a project's messaging and increase public recognition of its achievements and impact across the territories of implementation.

Special Recognition

The successful implementation of the Pilares project is a direct result of the unwavering commitment and dedication demonstrated by the leaders of the participating organizations. Their steadfast advocacy for the well-being of children, adolescents, and adults, particularly in promoting safe and acceptable working conditions, has been fundamental to the project's achievements. As Pilares concludes, the strong foundation established through their efforts ensures that its impact will be sustained. Their leadership guarantees that the legacy of Pilares will continue to foster meaningful and lasting change within communities for years to come.

I. COUNTRY CONTEXT HIGHLIGHTS

Security and Protection Context

During the second phase of the Pilares Project, the security situation remained one of the most critical contextual challenges. The Sur de Bolívar region has been marked by the persistent presence and violent confrontation of illegal armed groups competing for territorial control. These disputes are closely tied to illicit economies, particularly illegal gold mining, and the control of strategic transport corridors that facilitate the movement and commercialization of illegal activities². As a result, communities, civil society organizations (CSOs), and public institutions have faced ongoing threats, social control, and heightened insecurity.

Since 2022, security conditions in the municipalities of Altos del Rosario, Barranco de Loba, San Martín de Loba, and Hatillo de Loba have deteriorated progressively. By late 2022, a spike in homicides and violent incidents—largely attributed to the actions of the Clan del Golfo (also known as the Gaitanista Self-Defense Forces of Colombia, AGC) and the National Liberation Army (ELN)—exposed growing territorial disputes. Several arrests were reported, confirming the intensification of armed presence across the region^{3,4,5}.

Although early 2023⁶ saw a relative decrease in reported incidents, threats and extortion against social leaders continued. The Office of the Ombudsman issued early warnings regarding the expanding presence and influence of the AGC in the area⁷.

By 2024, the conflict escalated further, with direct clashes between the AGC, the ELN, and FARC dissidents. These events triggered mass displacements⁸, restricted civilian mobility, and increased the recruitment and use of minors in illegal activities. Barranco de Loba and Altos del Rosario—strategically located due to their natural

² [*Bonza, L. \(2024, 15 de septiembre\). Homicidios, amenazas, desplazamiento: las guerras del oro en el sur de Bolívar. Vorágine*](#)

³ [*El Herald. \(2023, 21 de noviembre\). Denuncian recrudescimiento de la violencia en el Sur de Bolívar*](#)

⁴ [*RCN Radio. \(2022, 29 de noviembre\). Nueve militares fueron asesinados en atentado: ELN sería responsable*](#)

⁵ [*El Universal. \(2022, 26 de octubre\). Extorsionaban a ganaderos y vendedores de cerveza: Policía los capturó.*](#)

⁶ [*Portafolio. \(2023, 24 de agosto\). Colombia tiene la tasa de homicidios más baja de los últimos 10 años.*](#)

⁷ [*Caracol Radio. \(2024, 23 de febrero\). La Defensoría del Pueblo lanza alerta para siete municipios del sur de Bolívar*](#)

⁸ [*El Tiempo. \(2024, 10 de febrero\). Defensoría pide al Gobierno priorizar atención a desplazados en el sur de Bolívar.*](#)

corridors and gold production—became focal points of violence. The assassination of Narciso Beleño⁹, a prominent peasant leader from the Federation of Agro-Miners of Southern Bolívar, in April 2024 underscored the worsening crisis.

By early 2025, clashes continued, exacerbating the humanitarian situation¹⁰ and prompting the Department of Bolívar to request military reinforcements¹¹. Authorities recognized the strategic significance of these municipalities not only for formal and informal mining activities but also for illicit operations, given their geographical links to departments such as Norte de Santander, Sucre, and Córdoba.

In response to these evolving security dynamics, the Pilares Project adopted a proactive and preventive approach to protect the integrity of its technical teams and partner organizations. Protocols were implemented to suspend or reschedule activities during armed strikes or periods of heightened risk. The project established a strict pre-departure security verification process and introduced a mandatory travel registration form to track staff and community partner movements, including details such as routes, companions, estimated times of arrival and departure, and the purpose of travel. These measures allowed Pilares to safeguard personnel, maintain operational continuity where feasible, and ensure real-time monitoring of security conditions across intervention zones.

Political and Legislative Context (2022–2027): Governments, Development Plans, and Sectoral Reforms

Between 2022 and 2024, Colombia experienced key changes in national, departmental, and municipal leadership, which were accompanied by the formulation of new development plans guiding public policies across all levels. This evolving political landscape has been essential for strengthening strategic partnerships between CORPILARES-BOL and local governments, enabling collaborative efforts aligned with public priorities, particularly those concerning CL prevention, mining formalization, and community development.

A) National Government

In June 2022, Gustavo Petro Urrego was elected President of Colombia and took office on August 7, 2022. His 2022–2026 National Development Plan, titled "*Colombia: World Power for Life*", articulates a transformative vision based on social, environmental, and economic justice. Areas of strong alignment with the objectives of the Pilares Project include:

- Protection of children's rights
- Energy transition and mining formalization
- Combatting illegal mining through the creation of Ecominerales and the implementation of the National Action Plan on Mercury (PAN)
- Territorial security and environmental justice

⁹ [CIDSE. \(2024, 6 de mayo\). Comunidades y líderes sociales del Sur de Bolívar amenazados](#)

¹⁰ [Rodríguez, J. D. \(2025, 31 de marzo\). Sur de Bolívar teme convertirse en otro Catatumbo por nueva guerra del ELN con el Clan del Golfo. Infobae](#)

¹¹ [Comunicaciones y Prensa Bolívar. \(2024, 9 de noviembre\). Gobierno Nacional refuerza seguridad en el sur de Bolívar con despliegue de unidades policiales y creación de nuevos batallones. Gobernación de Bolívar.](#)

As part of this broader reform agenda, the national government introduced Bill 343/2023, advancing the legal foundation for Ecominerales, a state-owned enterprise intended to regulate the commercialization of strategic minerals such as gold, lithium, and nickel. The company is designed to promote clean technologies, reduce illegal mining, and prevent CL in mining zones. The bill was approved in its first legislative debate and reflects the administration’s commitment to energy transition and environmental justice.

In parallel, Colombia developed the PAN, in compliance with its obligations under the Minamata Convention, with the goal of reducing mercury exposure in artisanal mining. In December 2024, the Ministry of Environment issued a resolution authorizing temporary environmental licenses, enabling small-scale miners to initiate the formalization process while completing the full legal requirements.

By early 2025, although Ecominerales had not yet been fully implemented, expectations remained high. Regional mining organizations—including those affiliated with CORPILARES-BOL—have been identified as potential direct beneficiaries of training, formalization, and improved working conditions through this new policy framework.

In addition to mining-sector reforms, the government strengthened preventive strategies against CL, particularly through educational investments. The inauguration of mega-schools in municipalities such as Barranco de Loba, San Martín de Loba, and soon Altos del Rosario has expanded access to safe educational environments, encouraging school retention and helping to reduce children's exposure to hazardous labor, including mining.

However, external factors, such as the 2024 national transportation strike, had a significant impact on mobility, community participation, and the ability of technical teams to operate in the field. These disruptions slowed progress in several areas of project implementation and limited the advancement of community-based efforts connected to government development plans.

B) Departmental Government of Bolívar

From 2020 to 2023, the Department of Bolívar was governed by Vicente Blel Scaff under the “*Bolívar Primero*” Development Plan¹², which emphasized poverty reduction, territorial development, institutional strengthening, and security. Although rural development and vulnerable populations were addressed as cross-cutting priorities, the plan did not include targeted strategies for CL prevention or illegal mining.

Following the regional elections in October 2023, Yamil Arana Padauí¹³ assumed office for the 2024–2027 period. His administration’s plan, titled “*Bolívar Me Enamora*”¹⁴, shows closer alignment with national priorities and the goals of the Pílares Project. Key pillars include:

- Sustainable economic development
- Social inclusion
- Citizen participation
- Environmental protection

¹² [Correa Turizo, J. \(2020, 28 de mayo\). Por unanimidad, Asamblea aprueba Plan de Desarrollo de Bolívar 2020–2023. Funcicar](#)

¹³ [Caracol Radio. \(2023, 29 de octubre\). Yamil Hernando Arana Padauí, nuevo gobernador de Bolívar](#)

¹⁴ [Asamblea Departamental de Bolívar. \(2024, agosto\). Ordenanza No. 371: Plan de Desarrollo “Bolívar me Enamora” 2024–2027 \[PDF\]. Asamblea Departamental de Bolívar.](#)

This alignment has provided new avenues for collaboration with civil society actors like CORPILARES-BOL in advancing rights-based development in mining-affected regions.

C) Municipal Governments: Hatillo de Loba, Altos del Rosario, San Martín de Loba, and Barranco de Loba

The local governments were elected for the 2020–2023 term, and their development plans were formulated between 2019 and 2020. At that time, Phase I of the project was being implemented only in the municipalities of San Martín de Loba¹⁵ and Barranco de Loba¹⁶. In both cases, the issue of CL was successfully included in their respective development plans.

In October 2023, new local leaders were elected for the 2024–2027 period, because of the participation of CORPILARES-BOL members in the working groups for the San Martín de Loba Municipal Development Plan¹⁷, CL prevention was successfully included as a line of action in the chapter on vulnerable populations. Additionally, resources totaling approximately USD \$65,000¹⁸ were allocated to support informal education services aimed at the comprehensive prevention of CL.

From 2022 to 2025, a visible shift toward governance models aligned with human rights, environmental protection, and inclusive development has emerged at all levels. CORPILARES-BOL capitalized on these opportunities to expand its advocacy role, particularly by participating in the design of municipal development plans and contributing to policy discussions on child protection and labor rights.

Climate and Infrastructure Factors

Sur de Bolívar region is characterized by high temperatures and elevated humidity levels throughout most of the year. However, during the rainy seasons, the region experiences intense and prolonged rainfall, creating conditions that are highly prone to emergencies.

One of the main risk factors during these periods is the overflow of the Magdalena River, which runs through and connects these municipalities. This phenomenon frequently causes widespread flooding, affecting homes, crops, access roads, and triggering temporary displacement among riverside communities. Notable flooding events occurred in November 2022¹⁹, August 2023²⁰, and November 2024²¹, all of which significantly disrupted mobility and community safety.

These climate-related risks are compounded by the poor condition of local infrastructure. Rural areas are primarily accessed via unpaved roads, many of which are intersected by streams that become impassable during heavy

¹⁵ [Alcaldía Municipal de San Martín de Loba. \(s. f.\). Plan de Desarrollo Municipal 2020–2023 “Transformando a San Martín”](#)

¹⁶ [Alcaldía Municipal de Barranco de Loba. \(s. f.\). Plan de Desarrollo Municipal 2020–2023 “Dios y pueblo primero”](#)

¹⁷ [Plan de Desarrollo Territorial 2024 - 2027 - Alcaldía Municipal de San Martín de Loba Bolívar](#)

¹⁸ (based on an average 2024 exchange rate of COP 3,890/USD)

¹⁹ [El Tiempo. \(2022, 13 de noviembre\). Todos los municipios de Bolívar están inundados, solo faltan 2 por declarar calamidad](#)

²⁰ [García, Y. \(2023, 16 de agosto\). Al menos 517 familias están afectadas en San Martín de Loba, Bolívar, por las lluvias de los últimos días. Radio Nacional de Colombia](#)

²¹ [González Ortega, J. \(2024, 12 de noviembre\). Declaran calamidad pública en 20 municipios de Bolívar por las lluvias. El Universal](#)

rains, either due to rising water levels or excessive mud. Motorcycles are the most common means of transportation in these areas, further increasing risks during the rainy season.

In the specific case of San Martín de Loba, the only access route is by river, which severely limits emergency response capabilities and restricts constant connectivity with other territories.

Overall, these climatic and infrastructural conditions posed persistent challenges to field-based implementation and the safe mobility of project teams and community participants throughout Phase II.

Currency Fluctuations

During this period, the exchange rate between the U.S. dollar and the Colombian peso showed a volatile trend with significant fluctuations²². In 2023, the dollar remained above projected levels, reaching values close to COP \$4,700–\$4,800, which impacted the project's financial planning. By mid-2023, a steady decline began, with the rate dropping to a low of COP \$3,819 in December, although it had exceeded COP \$4,300 in October.

In 2024, the U.S. dollar once again showed an upward trend, with an average exchange rate of COP \$4,220 through September. This upward trend continued into 2025, with a rate of COP \$4,149.75 and an annual increase of 8.21%, driven by factors such as global inflation, U.S. Federal Reserve policies, and national political uncertainty.

For the Pilares project, the stability or volatility of the dollar was a key factor in ensuring that expenditures in Colombian pesos remained within the planned dollar-based budget. For this reason, the project conducted continuous monitoring of exchange rate fluctuations to regularly update the applicable rates used in financial planning. This allowed the team to anticipate and mitigate potential financial risks, ensuring the efficient and responsible use of project resources.



Figure 1. Summary of the Last Five Years U.S. Dollar / Colombian Peso

²² [Dinero en el Tiempo. \(2025\). Dólar hoy en Colombia \(USD/COP\).](#)

A. PROJECT PERFORMANCE AND NARRATIVE

Project Principal Objective: Improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable conditions of work in the artisanal and small-scale gold mining (ASGM) sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolivar, Colombia.

As part of the strategy to achieve the project’s principal objective, CSOs were strengthened in their technical and operational capacities to collect, analyze, and report on CL and OUWC, including occupational safety and health (OSH) issues. Between 2019 and 2024, **CSOs developed and submitted a total of 32 technical reports to local, regional, and national authorities**, including Interinstitutional Committees for the Eradication of Child Labor (CIETI), Family Commissions, the Secretariats of Government (Education, Health, and Social Management), and the Ministry of Labor. These reports were based on 169 community-based surveys (54 on CL and 115 on OSH) conducted in the municipalities of San Martín de Loba, Barranco de Loba, Altos del Rosario, and Hatillo de Loba. During Phase 2 of the project, from October 1, 2022, to March 26, 2025, CORPILARES-BOL submitted 16 of these reports, representing 50% of the total.

This reporting process has contributed significantly to achieving the project’s overall goal by enabling CSOs to gather robust evidence, engage effectively with institutional stakeholders, and advocate for targeted action to reduce CL and improve labor conditions in the ASGM sector.

The OSH assessments conducted between 2019 and 2024 revealed significant knowledge and practice gaps among both community members and mining units (UPMs). These findings are based on cumulative percentages from surveys carried out over this period and should be understood as baseline benchmarks rather than direct impact indicators measured by the Pilares project. In community surveys, 57% of respondents misunderstood OSH as basic medical care provided through SISBEN, while 77% of UPMs reported offering no regular training on OSH topics. This lack of structured training has heightened the vulnerability of workers and communities to occupational risks. Perceptions of risk linked to underground mining—prevalent in all four municipalities—were also alarmingly high: 73% of UPM respondents associated this activity with the risk of death or permanent disability, with San Martín de Loba recording the highest perception at 91%. Similarly, 80% of respondents identified fishing as a high-risk activity. These findings underscore the urgent need to strengthen safety protocols in both mining and other labor-intensive community sectors. Although the assessments did not directly measure changes in these indicators over time, this data was instrumental for local partner organizations to make strategic decisions—such as identifying high-vulnerability impact areas, prioritizing OSH topics in training, engaging in targeted advocacy with local governments, and exploring strategic partnerships to address community needs.



Infographic 1. Risk factors for CL

Additional gaps were identified in the availability and use of personal protective equipment (PPE). While boots were the most used item, they were often not certified for safety. Although there has been some uptake in the use of gloves, safety glasses, and hearing protection in specific areas, the lack of appropriate protective footwear continues to pose a serious risk. Access to emergency health services remains extremely limited: only 44% of respondents reported having a health center within an hour's reach. Furthermore, 80% expressed dissatisfaction with emergency care, and 93% believed their community was unprepared to effectively respond to accidents or critical events.

A critical issue identified was the absence of formal labor registration in many UPMs, which directly contributes to the persistence of CL. Without accurate records of worker identity and age, monitoring the employment of minors is extremely difficult, thereby enabling unregulated and unsafe labor practices. This lack of oversight exacerbates both the incidence of CL and the overall risk level in the workplace.

Beyond risk identification, the reports provided valuable insight into community perceptions of school dropouts. Barranco de Loba reported the highest perceived dropout rates, rising from 4% in 2020 to 25% in 2023. Similar trends were observed in Hatillo de Loba and Altos del Rosario (both at 18% in 2023), while San Martín de Loba showed lower rates, fluctuating between 1% and 6%. The most frequently cited reasons for dropout included lack of academic interest, economic hardship, and family-related challenges.

These findings underscore the overlapping and compounding risks affecting children and workers in Sur de Bolívar. In response, CORPILARES-BOL and the Pilares project jointly developed a comprehensive set of recommendations, including:

1. Improving safety in UPMs by aligning with national OSH regulations, providing certified PPE, and developing emergency response plans.
2. Expanding affiliation to the national social security system and ARLs, ensuring mining sector workers are enrolled in health, pension, and occupational risk insurance programs.
3. Implementing ongoing OSH training for both workers and communities, in partnership with SENA and local organizations, to foster a culture of safety and promote employability.
4. Providing emergency response equipment (first-aid kits, fire extinguishers, stretchers) and ensuring infrastructure is in place in both UPMs and rural areas.
5. Strengthening rural emergency infrastructure, particularly in remote areas, by improving health posts and emergency stations.
6. Promoting sustainable, alternative livelihoods through productive projects for vulnerable families—especially those led by women or with multiple dependents—to reduce reliance on CL.



Photo 2. CORPILARES-BOL applied the risk identification tool in San Miguel, Hatillo de Loba

7. Establishing formal labor registries to track worker age and conditions, improve regulatory compliance, and enhance emergency response.
8. Fostering interinstitutional coordination through CIETI, by developing joint action plans among local governments, Family Commissions, educational institutions, private sector actors, CSOs, and communities to ensure policy implementation and progress monitoring.
9. Encouraging constructive use of children's free time by promoting cultural, recreational, and educational activities, especially for adolescents aged 12 to 14, to support personal development and reduce engagement in hazardous labor.
10. Conducting awareness campaigns on the risks and consequences of CL, especially in high-incidence sectors such as agriculture, fishing, mining, and transportation, while promoting the importance of education and child protection.

All actions implemented by CORPILARES-BOL were evidence-based and directly responsive to the risks and vulnerabilities identified through technical reports. Initiatives such as apiculture and rice cultivation projects, music and dance classes, film forums, women's empowerment activities, and community awareness campaigns on CL and OUWC were strategically designed to address root causes. These initiatives were implemented with the technical support and mentoring provided by the Pilares project, which offered continuous capacity-building support to CSOs to ensure effective, locally led responses.

Outcome 1. Increased capacity of civil society to share knowledge and skills to address CL and Other Unacceptable Working Conditions (OUWC) among Civil Society Organizations (CSOs) (network members) through a peer-to-peer approach in the mining sector.

Sub-outcome 1.1. Improved ability of CSOs to mentor peer organizations in CL and OUWC

To achieve Outcome 1, the project prioritized strengthening the technical, leadership, and mentoring capacities of CSOs in the Sur de Bolívar region. A central component of this strategy was the adoption of a peer-to-peer model, designed to ensure that newly engaged CSOs from Altos del Rosario and Hatillo de Loba could benefit from the experiences of more established organizations in Barranco de Loba and San Martín de Loba. This horizontal learning methodology fostered solidarity and collaboration across municipalities, proving to be an effective and sustainable mechanism for knowledge transfer and local empowerment.

In 2023, the process began with the registration of 10 community mentors (30% women, 70% men) from five experienced CSOs in Barranco de Loba and San Martín de Loba. Their participation marked the launch of a targeted capacity-building pathway aimed at supporting broader organizational development. Using the Mentor Performance Index (IDM), adapted from Pact’s Organizational Performance Index (OPI), mentors were assessed across four key dimensions: effectiveness, efficiency, relevance, and sustainability. At baseline, all mentors were rated at Level 1, indicating a critical need for structured capacity development.



Photo 3. CORPILARES-BOL leading mentors strengthened the knowledge of the mentoring team

In response, Pact and its implementing partner Diversidad Rural developed a tailored Mentors Capacity Building Plan. The plan identified core knowledge gaps and outlined a training curriculum focused on CL, OUWC, labor formalization, OSH, and digital competencies. Cross-cutting themes included conflict resolution, facilitation techniques, leadership, planning, monitoring and evaluation (M&E), and communication strategies—including radio and community journalism.

A second application of the IDM tool in December 2023 revealed substantial progress among mentors, particularly in their technical knowledge and leadership skills. Many demonstrated increased ownership of their mentoring roles and improved implementation of related activities. However, the assessment also highlighted persistent limitations in their ability to engage external stakeholders and build strategic alliances. This underscored the continued need to strengthen public engagement and inter-institutional coordination.

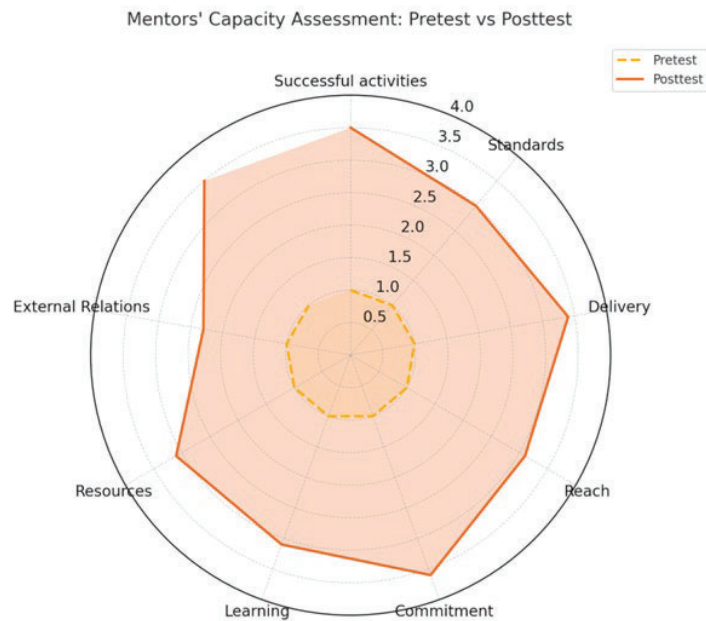


Figure 2. Spider Chart Showing Mentors Capacity Assessment- Pre-test vs Post-test

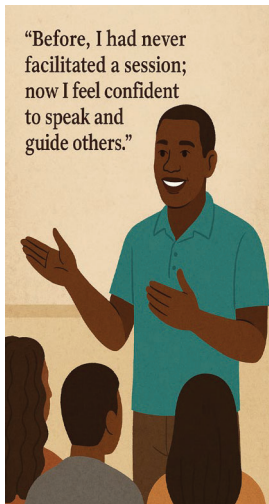


Illustration 1. Community mentors expressed enthusiasm for robust trainings they received.

In response, CORPILARES-BOL has intensified efforts in 2024 and 2025 to advocate with public institutions at all levels and engage private sector actors to establish partnerships that will help sustain peer-to-peer knowledge transfer beyond the life of the Pilares Project.

Between April 2023 and September 2024, mentors participated in 58 training sessions covering both technical topics (CL, OUWC, OSH, labor formalization) and cross-cutting competencies (leadership, facilitation, conflict resolution, planning, M&E, communication, and digital tools). **This process culminated in the certification of 22 mentors** (55% women, 45% men) from all four target municipalities. Beyond the technical content, the training sessions promoted collaborative learning, strengthened trust, and contributed to the development of a shared agenda among CSOs operating in high-risk territories.

Mentors expressed their enthusiasm about the process. One mentor from ASODEPLAS noted, *“The sessions changed how I see my leadership role.”* These reflections reinforce the long-term value of investing in community-based leadership and technical capacity as key drivers of sustainability.

Sub-outcome 1.2. Civil Society Organizations increased knowledge in CL and OUWC because of a peer-to-peer program.

The project carried out a diagnostic with 27 CSOs from Hatillo de Loba and Altos del Rosario to evaluate their baseline knowledge of CL and OUWC. The results revealed low levels of understanding, with an average pre-test score of just 6%. To address this, the certified mentors conducted 30 training sessions for 17 CSOs, reaching 282 participants (64% men, 36% women). Topics included the use of Information System for the Registration and Identification of CL (SIRITI) tools, participation in CIETI spaces, and methodologies for community diagnostics. The final knowledge assessment, applied in late 2023, showed remarkable improvement: 83% of CSOs increased their knowledge regarding CL and OUWC.

Following intense trainings for CSOs in response to extremely low baseline knowledge about CL and OUWC, **83%** of CSOs showed measurably increased knowledge.

Participant reflections supported these findings. One CSO leader from Altos del Rosario noted, *“Now we understand how to identify risks and report them through CIETI. It was something we couldn't do before.”* Another participant shared, *“The mentorship helped us create our own work plan to prevent CL in our village.”*

The qualitative feedback collected during this process confirms that the **peer-to-peer model fostered both learning and ownership**. Mentors described the process as transformative. One participant shared, *“How to give a speech, it helped me handle my dialogues more effectively”*. Leaders from recipient CSOs echoed this sentiment, highlighting the importance of community-based learning and the role of women in social transformation: *“The most important thing is the approach to the communities, making them aware of the learning we have had throughout the project”* and *“Women play a key role in leading change in their communities.”*

The results of outcome 1 illustrate a clear progression from low initial capacity to strong technical performance, thanks to the layered strategy of mentor development and horizontal learning. The creation of digital tools such as the WhatsApp chatbot and the use of participatory communication methods (radio, film, journalism) further amplified the reach and sustainability of the learning process. In total, this outcome enabled CSOs to take leadership in their local contexts and established a community-driven framework to prevent CL and promote acceptable working conditions in the ASGM sector.

Outcome 2. Increased sustainability of CSOs to address CL and OUWC in the mining sector through small grants.

To strengthen the sustainability of CSOs in addressing CL and OUWC, the Pilares project implemented a subaward strategy. Each subaward's sustainability was assessed based on the achievement of at least two key sustainability indicators.

During Phase 2, a total of 19 subawards were implemented, 18 of which were evaluated under sustainability indicator OTC 2: *Percentage of CSOs that reached at least two sustainability indicators*. Each subaward defined its own sustainability indicators, aligned with four core categories: Engagement, Innovation and Management, Alliances, and Finance.

It is important to note that these sustainability indicators were distinct from the subaward performance indicators, which focused primarily on activity implementation and project deliverables. In contrast, the sustainability indicators were designed to foster the long-term viability and continuity of supported initiatives.

92% of CSOs implementing subawards successfully achieved at least two sustainability indicators.

Of the 18 subawards evaluated, 16 successfully met the criteria of achieving at least two sustainability indicators, with six in 2023 (see *Table 1*) and ten in 2024 (see *Table 2*). These were implemented by 12 CSOs, representing 92% of all CSO implementers.

In 2023, all 6 subawards implemented during the reporting period met the established sustainability threshold. These initiatives focused on apiculture, communications, women’s empowerment, knowledge transfer, creative use of free time, and the identification and documentation of CL and OUWC risks. Results were driven by strong community participation, structured technical mentoring, and active engagement from CSO leadership.

The apiculture and youth-centered initiatives stood out for their replicability and strong grassroots support. Peer-to-peer mentoring and communications activities also contributed to expanded CSO visibility and outreach. Overall, CSOs demonstrated meaningful progress in sustainability, particularly in forming alliances and mobilizing financial resources.

These achievements were made possible through partnerships with local governments, Pact, and institutions such as the Women’s Office. For example, ASOMIPUMES exceeded its target by 220% in mobilizing financial resources for women’s empowerment.

In terms of participation, AGROPDC trained 146 children and adolescents in music, reaching 183% of its target, while ASODEPLAS reported 50 active beehives, achieving 125% of its goal. Furthermore, organizational capacities and women’s leadership were significantly strengthened, consolidating CSOs as key actors in advancing sustainable development within their territories. For a detailed breakdown of subawards and results towards on sustainability indicators in 2023, please refer to the table below.



Photo 4. Film forum and awareness-raising activity on CL carried out by the communications subaward in Hatillo de Loba.

Table 1. Sustainability Indicators achieved by the CSOs in 2023

Subawards	Lead CSO	Sustainability Category	Target	Achieved	% Achievement	Compliance Detail
Creative Use of Free Time	AGROPDC	Finance	COP\$27,700,000	\$37,500,000	135%	Funds obtained through agreements with local mayor’s offices.
		Engagement	80	146	183%	Children and adolescents trained in music in 4 project municipalities.
		Innovation and management	3	3	100%	Projects implemented via agreements with mayors of Barranco de Loba, Altos del Rosario, and Hatillo de Loba.
Knowledge Transfer	AGRIPESBAT	Finance	\$9,500,000	\$15,000,000	158%	Monetary resources secured for mentor expenses.
		Engagement	128	167	130%	CSOs members trained via mentor-led sessions.
		Alliances	4	4	100%	Municipal development plan meetings attended by the organization.

Identification and Documentation of CL and OUWC Risks	ASOPAUB	Finance	\$20,000,000	\$22,380,000	112%	Funds obtained through agreements with local mayor's offices.
		Alliances	4	4	100%	Entities with signed alliances.
		Alliances	4	4	100%	Alliances signed.
Women's Empowerment	ASOMIPUMES	Finance	\$30,000,000	\$66,120,000	220%	Material funds via agreements with mayors, and Women's Office (Barranco de Loba).
		Engagement	4	6	150%	Women leaders trained in empowerment.
Communications	CORPILARES-BOL	Finance	\$15,000,000	\$15,000,000	100%	Funds obtained for activity development through the communications grant.
		Engagement	4	4	100%	Film forums held in the 4 municipalities covered by the project.
Apiculture	ASODEPLAS	Finance	\$55,500,000	\$66,120,000	119%	Funds secured for beehives through mayor's office agreements.
		Engagement	40	50	125%	Beehives remaining active at the end of the semester.
		Alliances	2	4	200%	Alliances signed.
		Alliances	1	4	400%	Beehives remaining active at the end of the semester.

In 2024, the number of sustainable subawards increased to 10, reflecting continued progress and program scale-up across municipalities. These subawards included all four local apiculture initiatives, as well as projects focused on communications, women's empowerment, knowledge transfer, creative use of free time, OSH, and organizational strengthening.

The results highlight the adaptability of participatory, low-cost models and demonstrate improved capacity among CSOs to independently plan and implement cultural, technical, and advocacy initiatives. In 2024, CSOs exceeded several of their sustainability targets, particularly in the categories of engagement and innovation & management.

For example, FUCREDECU reached 132% of its target in music training and 197% in sports activities for children and adolescents. HATIPAN achieved 135% of its goal through the implementation of film forums, while organizations with beekeeping projects—such as ASOCONSTRUAL, ASOPAUB, ASODEPLAS, and JAC Nuevo Amanecer—exceeded 120% in maintaining active beehives.

Under the innovation and management category, several CSOs were recognized as local reference organizations, with achievement rates reaching 167%. In addition, multiple meetings were held to pursue strategic alliances with local governments. CORPILARES-BOL demonstrated strong performance by strengthening its management team (140%), submitting proposals to national funding opportunities (150%), and establishing new partnerships (150%).

These outcomes reflect the project’s positive impact on organizational capacity, territorial collaboration, and the long-term sustainability of locally led initiatives. For a detailed breakdown of subawards and results towards on sustainability indicators in 2024, please refer to the table below.

Table 2. Sustainability indicators achieved by the CSOs in 2024

Subawards	Lead CSO	Sustainability Category	Target	Achieved	% Achievement	Compliance Detail
Creative Use of Free Time	FUCREDECU	Engagement	100	132	132%	Children and adolescents trained in music classes.
		Engagement	60	118	197%	Children and adolescents participated in sports events.
		Innovation and management	60%	60%	100%	The CSO was positively recognized as a local reference organization
		Alliances	2	2	100%	Collaboration with Pact and INETAM School to offer music and dance classes.
Knowledge Transference	ASOVAQUE G	Engagement	100	100	100%	Individuals trained through mentoring.
		Innovation & management	80%	100%	125%	21 CSOs strengthened their understanding of CL and OUWC.
Occupational Health and Safety	AGRIPESBAT	Engagement	100	115	115%	Workers from mining units received OHS training.
		Innovation & management	8	8	100%	Mines surveyed for OHS condition assessment.
		Alliances	2	2	100%	Collaboration with Pact and the San Martin de Loba Mining Department for mentor training in OHS
Women’s Empowerment	C.S LA PASUBA	Engagement	30	40	133%	Women trained in empowerment.
		Engagement	1	1	100%	Participated in International Women’s Day, held in collaboration with the Barranco de Loba mayor’s office.
		Innovation & management	60%	100%	167%	The CSO was positively recognized as a local reference organization

Communications	HATIPAN	Engagement	300	404	135%	Children and adolescents who participated in film forums.
		Alliances	2	2	100%	Collaboration with the Barranco de Loba mayor's office to organize a film forum in El Pital village, featuring the Family Commissioner.
Apiculture Altos del Rosario	ASOCONSTRUAL	Engagement	10	15	150%	Active beehives maintained by the CSO at the end of the semester.
		Innovation & management	60%	60%	100%	The CSO was positively recognized as a local reference organization
		Alliances	1	1	100%	Meetings held with the Altos del Rosario mayor's office to discuss sustainability partnerships.
Apiculture Barranco de Loba	ASOPAUB	Engagement	20	30	150%	Active beehives maintained by the CSO at the end of the semester.
		Innovation & management	60%	100%	167%	The CSO was positively recognized as a local reference organization
		Alliances	2	2	100%	Meetings held with the Barranco de Loba mayor's office to discuss sustainability partnerships.
Apiculture San Martín de Loba	ASODEPLAS	Engagement	5	6	120%	Active beehives maintained by the CSO at the end of the semester.
		Innovation & management	60%	100%	167%	The CSO was positively recognized as a local reference organization
		Alliances	2	2	100%	Meetings held with the San Martín de Loba mayor's office to discuss sustainability partnerships.
Apiculture Hatillo de Loba	JAC Nuevo Amanecer	Engagement	10	17	170%	Active beehives maintained by the CSO at the end of the semester.
		Innovation & management	60%	100%	167%	The CSO was positively recognized as a local reference organization

		Alliances	1	2	200%	Meetings held with the Hatillo de Loba mayor's office to discuss sustainability partnerships.
Organizational Strengthening	CORPILARES -BOL	Engagement	5	7	140%	Management team members who participated in digital skills training.
		Innovation & management	2	3	150%	Project proposals submitted to the Ministry of Science and Innovation, Colombia's Regional Handicraft Calls, and the Movistar grant program.
		Innovation & management	10	10	100%	Grants implemented were monitored and supported.
		Alliances	2	3	150%	Collaborations with external entities: Mina Villa Tinaja, Agents for Sustainable Change, and ICBF.

Despite these advancements, the 2024 cycle also highlighted ongoing challenges. Some subawards continued to face difficulties in mobilizing financial resources and maintaining consistent monitoring systems. While performance indicators were met, ensuring the long-term consistency and scalability of these achievements remains a key area for continued support.

A significant milestone in 2023, as mentioned in the introduction, was the official registration certificate for CORPILARES-BOL. This formal registration established the organization as a legal entity, enabling it to operate officially, manage projects, and pursue funding opportunities. This status also allows the corporation to continue working autonomously, ensuring the necessary resources for its operations in the years to come.

Sub-outcome 2.1. Improved CSO capacity to mobilize resources from different sources to address CL and OUWC.

To achieve the sub-objective of improving CSO capacity to mobilize resources from diverse sources to address CL and OUWC, the project implemented a multifaceted strengthening strategy focused on: 1) organizational development and 2) the design and implementation of subawards aimed at addressing the root causes of CL and OUWC.

1) ORGANIZATIONAL STRENGTHENING

To assess and improve the organizational aspects, the project applied the Organizational Performance Index (OPI) with 36 CSOs in January 2023. The OPI measures performance across four core categories—effectiveness, efficiency, relevance, and sustainability, divided into eight subcategories. Organizations assess themselves and apply a rating from Level 1 to Level 4 for each subcategory. At baseline, most organizations rated themselves at Level 1 (basic performance) across all areas. However, 44% of CSOs in San Martín and Barranco de Loba reported Level 2 in external relations, likely due to their prior engagement with the project.



Video 1. Please click here to see video about the OPI application

In response to these findings, Pact and Diversidad Rural co-designed and implemented a comprehensive capacity-strengthening plan focused on strategic planning, project formulation, identification of target populations, digital competencies, and external engagement—key areas for effective and sustainable resource mobilization. Between October 2022 and March 2025, the project delivered 156 capacity-building interventions (63% in-person, 37% virtual), covering essential topics such as organizational development, digital tools for market access, grant and resource management, and alliance-building.

Over time, CSOs demonstrated notable progress in knowledge and skill application. Leaders who initially had limited understanding of these topics began to recognize their value and integrate them into their practices. Their ongoing participation in the corporation was consistent and engaged. Nevertheless, expanding participation beyond leadership remains important to maximize impact and ensure more equitable distribution of responsibilities within organizations.

To address challenges related to limited internet access and outdated technology, Diversidad Rural launched a WhatsApp-based virtual classroom in early 2023. This tool enabled rural CSO leaders to access training despite infrastructure constraints. Additionally, personalized training plans and flexible communication channels—such as WhatsApp, phone calls, and in-person outreach—were used to boost participation. However, attendance challenges persisted, primarily due to competing priorities and connectivity limitations.



Photo 5. Organizational strengthening activity for CORPILARES-BOL.

The final OPI evaluation, conducted in September 2024 with 21 active CSOs, confirmed measurable improvements. The highest-performing subcategory was External Relations (Level 2 average), reflecting increased engagement in networks and partnerships. As one CSO shared, *“We are part of CORPILARES-BOL and the network,”* while another noted, *“We are satisfied to be part of this corporation; we have learned a lot.”*

Successful Activities and Commitment subcategories were the next highest performing, both with average scores at Level 1.8. CSOs increasingly identified their missions and launched community-driven initiatives, such as *“building a community sugar mill and starting organic farming projects”* or *“growing as a bakery and becoming more recognized.”* Regarding internal learning, organizations began holding reflection meetings, albeit irregularly— *“We meet to talk about what went well or badly,”* noted one CSO.

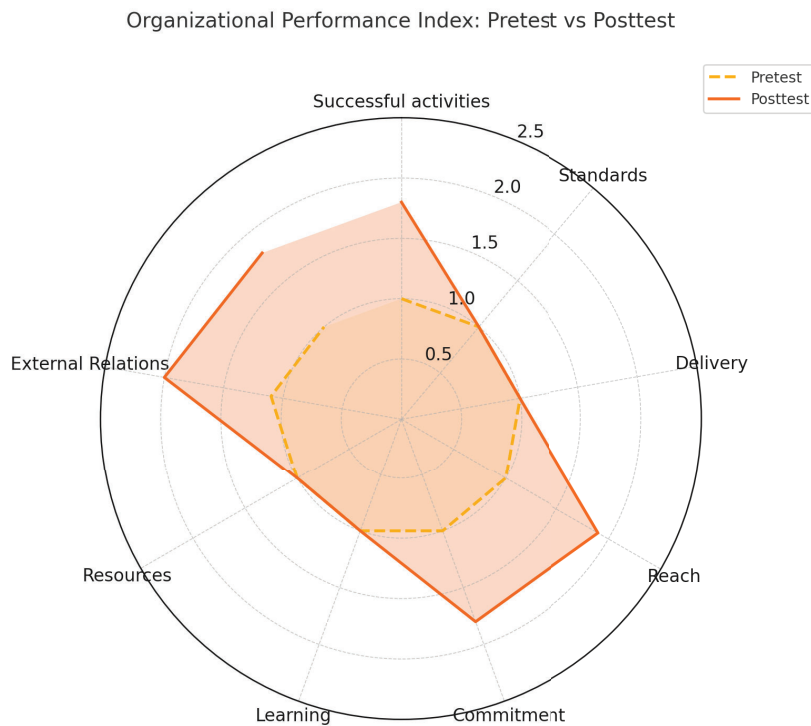


Figure 3. Spider Chart Showing Organizational Performance Index- Pre-test vs Post-test

However, the lowest-performing subcategories—Standards, Resources, and Learning—highlight areas needing further development. Standards, the lowest-scoring subcategory, indicated minimal adoption of formal processes or alignment with national or international benchmarks. In Resources, most CSOs remained at basic fundraising and financial planning levels. Some showed initiative— *“We submitted a project to Rural Development Agency and want to submit another”*—while others had not yet taken action, despite recognizing opportunities: *“We know there are calls for proposals, but we haven’t applied yet.”*

Although some progress in Learning was observed, it remained inconsistent across CSOs. Many CSOs lack formal mechanisms for evaluating their work or applying lessons learned. Still, organizations expressed high motivation to improve, frequently rating the importance of planning, fundraising, and evaluation between 8 and 10. As one participant shared, *“We want to build a recognized organization with community impact.”*

Additionally, at the beginning of 2025, responding to a request from CORPILARES-BOL for targeted training in marketing and project development, the project partnered with The Rebel Business School to deliver 8 virtual sessions. These sessions, focused on mobile-accessible AI tools for proposal development, branding, and advocacy, addressed digital access barriers and equipped 16 participants with certifications in resource generation and strategic communications skills essential for long-term sustainability. The knowledge acquired through these sessions is already being applied to enhance the visibility and market presence of the organizations, supporting the sale of their products and services. Also, the skills are being used to strengthen the commercialization of honey and to facilitate the development of proposals using AI-based tools, streamlining the process and improving the quality of their submissions.

In conclusion, the Organizational Strengthening strategy has significantly strengthened CSOs’ abilities to mobilize resources, improve visibility, and develop sustainable, community-led solutions to address CL and OUWC. While substantial progress has been made, continued technical support and mentoring remain critical to consolidating gains and fostering long-term organizational resilience in the region.

2) SUBAWARDS

A total of 19 subawards were financed and implemented during Phase II of the project. These subawards were led by CSOs from CORPILARES-BOL across the four municipalities of intervention: San Martín de Loba, Barranco de Loba, Hatillo de Loba, and Altos del Rosario. The strategy was carried out in two rounds: 6 subawards in the first round (May to October 2023) and 13 subawards in the second round (April to September 2024).

The initiatives reflected the diversity of local priorities and capacities, covering areas such as knowledge transfer on M&E, CL and OUWC; creative use of free time as a protective strategy; strengthening of beekeeping livelihoods; digital communication for advocacy; and empowerment of women and youth. Each subaward included specific performance goals.

Subawards were identified as a key mechanism for strengthening CSOs’ operational, technical and financial capacity; and **90%** of subawards (17 of 19) were successfully implemented.

Out of the 19 subawards, 17 were successfully implemented, defined as achieving at least 60% of their established performance indicators. This result demonstrates strengthened local ownership, high levels of community participation, and improved CSO coordination. Notable goals achieved include²³:

- The creation of 2 knowledge transfer strategies on CL and OUWC.
- The training of over 100 individuals, including youth and caregivers, on protective environments, labor rights, and local referral systems.
- Beekeeping training for families through co-responsibility agreements, enhancing income-generating opportunities and sustainability.
- The production of 10 local radio programs to raise awareness and share subaward results.
- The application of 22 tools to identify and document CL risks, contributing to informed decision-making by CIETIs and municipal authorities.
- The engagement of more than 270 children and adolescents in music, dance and other cultural activities, which promoted the creative use of free time and helped prevent school dropout.
- 6 productive projects were successfully supervised and supported.
- 63 families participated in beekeeping activities with 70 hives.
- 115 individuals from mining units were successfully trained in OHS.
- 310 CSO members received training through the knowledge transfer methodology implemented by mentors.
- 918 individuals, including children and adolescents, participated in 10 film forums focused on raising awareness about CL and OUWC. Several of these were conducted in partnership with local entities such as the police and the Family Commissioner's Office.
- 118 children and adolescents benefited from sports activities and vocational training.



Photo 6. Girls from San Martín de Loba learned to play the accordion as part of the Creative Use of Free Time subaward

²³ For additional details on the performance and outcomes of each subaward, please refer to the Annex H3. Subawards Phase 2.

- 47 families were sensitized on CL and OUWC and trained in the development of alternative productive initiatives.
- 133 prioritized women received training in leadership, CL, OUWC, OHS, referral pathway activation, and public policy.

These results underscore the role of subawards as a key mechanism for strengthening CSOs' operational, technical, and financial capacity. Through this mechanism, local organizations improved their ability to manage funds, implement targeted interventions, and position themselves as credible and strategic actors in efforts to combat CL and OUWC.

Additionally, in 2024, a stakeholder perception survey conducted by Pact gathered feedback from community leaders, organizational representatives, and participants, offering valuable insights into the relevance, reception, and perceived impact of the subawards. Across all respondents, there was a consistent perception that the microprojects offered high value to their communities. The vast majority rated the initiatives as either 4 or 5 on a 5-point scale. Participants described these initiatives as timely, practical, and well-delivered, reinforcing their importance in addressing local priorities and enhancing community well-being.

Qualitative feedback highlights the positive emotional and educational impact of these efforts. One participant stated: *“The way they explained beekeeping was excellent. It opened up a new opportunity for us to generate income.”* Another emphasized the human approach to training: *“The sessions were delivered with care and understanding, especially when working with women and children.”*



Photo 7. Rice being dried before processing in the rice mill, under the rice subaward.

100% of respondents rated microprojects as offering high value to their communities in a 2024 community survey, reinforcing the importance of localized, participatory interventions that address both social and economic dimensions of CL and OUWC.

Microprojects aimed at youth were especially appreciated for their protective effect. A respondent noted: *“It’s good that children were attending activities instead of being on the streets. They felt happy and engaged.”*

Community perception of the CSOs leading these initiatives was overwhelmingly positive. Respondents frequently described the organizations as “referents for the community and the municipality.” This credibility appears closely tied to the quality and

impact of the microprojects. As one participant explained: *“These organizations bring knowledge and accompany the process; they’re not just visitors—they’re part of the community.”*

Several respondents recommended expanding the reach and duration of these microprojects in the future. Suggestions included more dynamic training sessions, increased participation opportunities, and broader topic coverage.

In conclusion, the microprojects implemented through local CSOs have not only provided technical knowledge and opportunities for income generation but have also strengthened community cohesion and trust. These outcomes reinforce the importance of continuing localized, participatory interventions that address both social and economic dimensions of CL and OUWC.

Sub-outcome 2.2. Increased Perception of CSOs as Relevant Actors to Address Child Labor (CL) and Occupational Health and Safety (OHS)

To achieve this sub-outcome, the project focused on the enhancement of communication capacities to raise community awareness and increase the visibility of the network as a key actor in the fight against CL and OUWC; and the development of strategic alliances with new stakeholders to ensure the sustainable implementation of actions beyond the project's lifespan.

1) STRENGTHENING VISIBILITY AND RECOGNITION THROUGH STRATEGIC COMMUNICATIONS

To position CSOs as visible and credible actors in the fight against CL and OUWC, Pact supported the design and implementation of a comprehensive communication strategy led by the CORPILARES-BOL communications team. This strategy prioritized continuous capacity building, content production, community engagement, and digital outreach across multiple reporting periods.

Initially, progress was limited due to the CORPILARES-BOL communications team's small size—only two members were active at the start. However, by March 2023, the team was restructured and expanded to include ten representatives (five women and five men) from the four participating municipalities, enhancing both its reach and effectiveness. With technical assistance from Pact and its local partner Diversidad Rural, the team received mentoring in digital communication, social media strategy, content creation, and the use of technology for advocacy.

Between October 2022 and March 2025, the communications team carried out 112 activities, [including social media posts, podcasts](#), film forums, and awareness-raising workshops. These actions were guided by three strategic objectives: (1) communicating progress on sub-award implementation, (2) raising awareness of CL and OUWC, and (3) promoting collaborative action with external actors.

In addition to content dissemination, the team conducted extensive awareness and educational initiatives targeting youth. These included:

- 8 film forums held in Altos del Rosario, Hatillo de Loba, and Barranco de Loba using educational films to promote dialogue around CL and OUWC.



Video 2. Please click the video about the communication subaward- film forums and communication workshops.

- 4 communication workshops delivered in local schools (grades 9–11) to build skills in social impact content creation.
- [4 beekeeping exchange](#) sessions in 5 schools, connecting productive livelihood strategies with CL prevention messaging.

These activities reached 776 children and adolescents, with a total of 902 participants overall, including 55% women and 45% men.

The strategy also focused on strengthening community communication capacity as a foundation for CORPILARES-BOL’s long-term sustainability. Pact supported the inclusion of new team members and provided the organization with professional-grade communication equipment—such as high-resolution cameras, video stabilizers, audio recorders, editing hardware, microphones, and a drone. These tools were integrated into a “learning-by-doing” methodology that combined theoretical knowledge with hands-on practice.

16 formal alliances were established during the project period, representing a significant achievement in advancing local ownership and institutional collaboration to address the root causes of CL and OUWC.

CORPILARES-BOL independently produced more than four complete audiovisual pieces, managing all phases from pre-production to post-production. The team also launched a series of podcasts that showcased their growing technical and editorial capacity to design meaningful multimedia content.

[The organization’s Facebook \(Meta\) page](#) and [official website](#), both fully managed by the communications lead, became the primary platforms for sharing all internally developed content. By March 2025, paid social media promotions had generated over 380,000 interactions, significantly expanding the visibility of CSOs and Pilares-supported actions. These efforts sparked new collaboration opportunities, such as an inquiry from the Universidad de Santander to explore academic partnerships.



Photo 8. Participation of CORPILARES BOL in commemoration of Women international day.

The CORPILARES-BOL communications team’s role also extended to high-level institutional events. For example, they contributed to the update of Bolívar’s 2023–2033 Public Policy on Gender Equity and participated in the International Women’s Day event hosted by the Mayor of Barranco de Loba. These platforms showcased local initiatives—such as beekeeping—and emphasized the leadership of women in addressing CL.

From a strategic communications perspective, these efforts went beyond promoting project results. They were fundamental to Pact’s sustainability strategy for CORPILARES-BOL. By institutionalizing communication as a transversal axis, the project helped build a strong, cohesive narrative that reinforces the collective identity of the organization. As a result, CORPILARES-BOL members report a strong sense of ownership, unity, and commitment to their shared mission.

2) ALLIANCES

Throughout the project's implementation, CORPILARES-BOL actively pursued partnerships with public and private actors to strengthen collective efforts to prevent and eliminate CL and OUWC. These alliances contributed to improving institutional coordination, expanding technical support, and developing sustainable community-based strategies.

During the project period, a total of 16 formal alliances were established, many of which continue to be active beyond the project's closeout. The agreements involved municipal governments, educational institutions, national agencies, and private sector actors. The alliances addressed key thematic areas, including:

- Economic empowerment of women and families at risk of CL, through initiatives such as the donation of beehives by the Secretary of Women of Bolívar and the use of municipal infrastructure for honey processing.
- Productive use of free time for children and youth, including cultural exchanges, music training, and artistic development in partnership with the House of Culture of Barranco de Loba and the *Institución Educativa Técnica Agropecuaria y Minera de San Martín de Loba* (INETAM) school.
- Access to public spaces and government support, with indefinite loan agreements for local markets and Municipal Unit for Agricultural Technical Assistance (UMATA) facilities to support the corporation operations and visibility.
- Technical strengthening of public institutions, such as the training of CORPILARES-BOL and government officials in child protection protocols through joint work with ICBF.
- Engagement with the private sector, including beekeeping-related green economy initiatives through a formal agreement with Mina Villa Tinaja to use their land for the apiary.
- Digital innovation for prevention, such as the AI-based education alliance with INETAM to incorporate technology into CL prevention strategies.



Video 3. Please click the image to watch the video highlighting the INETAM partnership

Table 3. Summary of Alliances Against CL and OUWC

No	Alliance Name	Objective	External Entity	End Date
1	Loan Agreement for Local Market Facility	Establish a cooperation agreement between the Municipality of Barranco de Loba and CORPILARES-BOL to provide a local at the Municipal Market Plaza.	Municipality of Barranco de Loba	December 31, 2026
2	Loan Agreement for UMATA Facility	Establish a cooperation agreement to loan the UMATA facility in Barranco de Loba for honey processing and administrative use, supporting local economic empowerment.	Municipality of Barranco de Loba	December 31, 2028
3	Creative Use of Free Time (Barranco de Loba)	Establish a cooperation agreement with the House of Culture to promote the use of free time among children and youth during the Folkloric and Cultural Festival.	House of Culture of Barranco de Loba	January 31, 2023
4	Creative Use of Free Time (INETAM)-San Martín de Loba	Establish a cooperation agreement with INETAM to promote the creative use of free time through music.	INETAM School	August 31, 2023
5	Strengthening Communication Processes (INETAM)-San Martín de Loba	Establish a cooperation agreement with INETAM to strengthen communication processes in content creation to increase the visibility of the corporation.	INETAM School, San Martín de Loba	August 31, 2023
6	Increase the social and economic assets of women in Sur de Bolívar	Establish a cooperation agreement between the Bolívar Department's Secretariat for Women and CORPILARES-BOL.	Bolívar Department's Secretariat for Women	August 31, 2023
7	Cooperation Agreement CD-CC 001-2023	Develop actions to reduce CL and guarantee the rights of children and families in vulnerable communities identified by CORPILARES-BOL within the framework of the Pilares Project in Barranco de Loba, aligned with the 2017–2027 national CL prevention policy.	Mayor's Office of Barranco de Loba	October 26, 2023

8	Cooperation Agreement N° 004	Develop actions to reduce CL and guarantee the rights of children and families in vulnerable communities identified by CORPILARES-BOL within the framework of the Pilares Project in Altos del Rosario, aligned with the 2017–2027 national CL prevention policy.	Mayor’s Office of Altos del Rosario	October 09, 2023
9	Cooperation Agreement with Hatillo de Loba	Develop actions to reduce CL and guarantee the rights of children and families in vulnerable communities identified by CORPILARES-BOL within the framework of the Pilares Project in Hatillo de Loba, aligned with the 2017–2027 national CL prevention policy.	Mayor’s Office of Hatillo de Loba	October 26, 2023
10	Beekeeping Agreement with Villa Tinaja Mine	Establish a cooperative relationship to strengthen green economies through beekeeping as a strategy to mitigate CL and OUWC.	Villa Tinaja Mine	January 02, 2025
11	Mutual Work Agreement with ICBF	Provide training and updates on child welfare, CL prevention, and protection networks for CORPILARES-BOL members and public officials.	Colombian Institute of Family Welfare (ICBF)	September 24, 2024
12	AI Training Agreement with INETAM	Strengthening teachers' skills in artificial intelligence and its integration into pedagogical practices to contribute to CL prevention.	INETAM School	September 24, 2024
13	OSH and Environmental Cooperation Agreement	Establish a collaboration between CORPILARES-BOL, the San Martín de Loba Mayor’s Office and the Environmental Secretariat to strengthen knowledge in OSH in mining activities, as well as special projects with an environmental focus, as a strategy for mitigating and addressing CL and OUWC.	Environmental Secretariat of San Martín de Loba	November 08, 2024
14	Project Development Agreement between Mayor’s office & CORPILARES-BOL	Create a cooperation agreement to support local economic and social initiatives through joint project development. Agreement is ongoing.	Corporation Agents for Sustainable Change (ASC)	May 20, 2025

15	Training and Practical Workshop on Beekeeping between CORPILARES-BOL, Pueblito Mejía Educational Institution, and La Pacha Educational Institution	Establish a framework for collaboration between the Educational Institution and the Corporation to enrich students’ learning on beekeeping topics, enabling youth to become familiar with various productive projects and thereby contribute to the sustainable development of the community.	Pueblito Mejía Educational Institution and La Pacha Educational Institution	November 02, 2024
16	Strategies focused on the preservation of cultural practices and ancestral knowledge.	Support training in communication skills for youth and children to promote content creation and visibility of CL-related initiatives.	Secretary of Education, Mayor’s Office of Barranco de Loba	October 28, 2024

CORPILARES-BOL also engaged in capacity-building efforts with family commissaries in all four municipalities of intervention, helping to institutionalize the use of SIRITI for identifying and reporting CL cases. As a result, all four municipalities now have registered users in SIRITI. In total, during Phase 2, CORPILARES-BOL participated in 9 meetings of CIETIs at the national, regional and local levels.

In addition to formal agreements, exploratory dialogues were initiated with entities such as Fundación Alpina, Universidad Minuto de Dios, and Pacto Global to identify opportunities for technical collaboration and future scaling. For example, CORPILARES-BOL has been an active member of the Colombia Network Against Child Labor, led by Pacto Global, for over a year. Through this platform, it has participated in joint initiatives with civil society actors aimed at preventing and combating CL in Colombia.

CORPILARES-BOL fulfilled all obligations under the agreements signed in 2023 with the municipal governments of Barranco de Loba, Altos del Rosario and Hatillo de Loba, despite delays in the disbursement of funds during the final phase of implementation. Meetings were held with the newly elected mayors to reaffirm commitments and explore options for the sustainable continuation of CORPILARES-BOL initiatives. Notably, in 2024, the Mayor’s Office of Barranco de Loba committed to upgrading the honey processing facility through a budget allocation of approximately USD \$8,700 (Annex H4. Budget allocation for the facility upgrade)—one of the key productive strategies supported by the project.

These 16 strategic partnerships represent a significant achievement in advancing local ownership and institutional collaboration to address the root causes and manifestations of CL and OUWC in southern Bolívar.

Outcome 3. Improved performance of solidarity network to implement the CI approach and foster actions to work with government and other stakeholders to address CL and OUWC.

To evaluate whether the performance of the CORPILARES-BOL had improved in implementing the CI approach, Pact conducted a participatory self-assessment in January 2025 with 13 community leaders from its board of directors and grassroots organizations across its four target municipalities. The exercise was guided by the Collective Impact Self-Assessment Tool developed by the Tamarack Institute, which outlines five progressive phases of CI: *Phase I (Assess Readiness), Phase II (Initiate Action), Phase III (Organize for Impact), Phase IV (Begin Implementation), and Phase V (Sustain Action and Impact)*. In 2023, CORPILARES-BOL was positioned in Phase III, focused on strengthening internal coordination. By 2025, it had advanced to Phase IV, marking the start of implementation efforts and a transition toward scaling and experimentation.



Photo 9. General Assembly held by CORPILARES-BOL in February 2025.

Table 4. Summary of Results – Collective Impact Self-Assessment (Phase 4)

Component	Key Strengths	Areas for Improvement
1. Governance & Infrastructure	<ul style="list-style-type: none"> - Working groups have been formed. - Leaders have contributed human, technical, and financial resources. 	<ul style="list-style-type: none"> - Improve support and follow-up for working groups. - Formalize evaluation processes for the Board of Directors.
2. Strategic Planning	<ul style="list-style-type: none"> - Initial progress in the development of the sustainability plan. 	<ul style="list-style-type: none"> - Strengthen ownership and follow-up of the work plan. - Clarify strategic goals and monitor progress.
3. Community Engagement	<ul style="list-style-type: none"> - Strong community involvement in building a common agenda. - Established trust with external stakeholders. 	<ul style="list-style-type: none"> - Enhance organization of meetings and joint actions with stakeholders. - Expand inclusion efforts.
4. Evaluation and Learning	<ul style="list-style-type: none"> - Positive perception of behavioral changes aligned with the organization’s mission (e.g., TI prevention). 	<ul style="list-style-type: none"> - No formal monitoring and evaluation system. - Lack of consistent data collection and review processes.

The 2025 self-assessment evaluated performance across four core components essential to CI implementation: *Governance and Infrastructure, Strategic Planning, Community Engagement, and Evaluation and Learning.*

- **Governance and Infrastructure**

This component explored the clarity of roles, delegation, and leadership practices within the network.

- *Strengths:* Working groups have been established, and board members and community leaders have contributed to technical, human, and financial resources.
- *Areas for Improvement:* Leadership responsibilities remain concentrated among a few individuals, limiting group autonomy. There is no formal self-evaluation process for the board.

“We delegate to workgroups for activity development, but the board, especially Yaneth [the president], still has to take on many responsibilities,” – Saida Vásquez, C.S. La Pasuba.

- **Strategic Planning**

This component measured the degree to which the organization has defined goals, developed sustainability strategies, and tracks progress.

- *Strengths:* Progress has been made in developing a sustainability plan, with clear steps taken by the organization to ensure continuity beyond external funding.
- *Areas for Improvement:* CORPILARES-BOL still lacks a unified work plan and systematic follow-up on internal policies.

“The Corporation has a sustainability plan developed with Pact’s support, and from there we’ve carried out our corresponding activities,” – Iván Tafur, AGRIPESBAT.

- **Community Engagement**

This component assessed the inclusivity of participation and the extent to which the broader community and stakeholders are involved.

- *Strengths:* CORPILARES-BOL has demonstrated high levels of community participation and trust and has initiated collaborations with public institutions and private and social actors.
- *Areas for Improvement:* Engagement strategies need to be formalized and consistently include the feedback of key stakeholders.

“We’ve made efforts to connect through Pilaes project, but as a Corporation we lack a formal plan to engage the community and address their needs,” – Yaneth Martínez, CORPILARES-BOL.

- **Evaluation and Learning**

This component looked at how data is collected, analyzed, and used to inform decisions and monitor progress.

- *Strengths:* Leaders reported anecdotal evidence of positive attitude changes in the community regarding CL prevention.

- *Areas for Improvement:* There is currently no shared measurement system, regular data collection, or formal review process in place for all CORILARES-BOL activities.

“We’ve seen people want to get involved after learning what we do, but we don’t have a structured monitoring system,” – Campo Elías Garavito, ASOCONSTRUAL.

Conclusions

The self-assessment revealed heterogeneous progress across the four CI components. *Community Engagement* stands out as the most advanced, confirming CORPILARES-BOL’s capacity to mobilize participation, build trust, and promote joint actions with local actors to address CL and OUWC. In contrast, *Strategic Planning and Evaluation and Learning* remain underdeveloped and represent strategic priorities moving forward. The organization has a solid foundation of human capital and legitimacy in the territory, which has enabled it to build trust and implement impactful initiatives.

To consolidate these gains and ensure sustainability, CORPILARES-BOL must formalize strategic planning processes, strengthen internal delegation mechanisms, and institutionalize monitoring and evaluation practices. The improvement plan developed by the leadership prioritizes sustainability efforts (such as maintaining the beekeeping initiative), role clarity, and resource optimization. These efforts will help the organization transition from a reactive implementing body to a coordinated and proactive actor capable of leading multi-stakeholder action to combat CL and OUWC in a sustainable and inclusive manner.

Sub-outcome 3.1: Increased capacity of anchor groups and management to strengthen the sustainability of solidarity network using the collective impact approach.

By the end of the project, CORPILARES-BOL had met **75%** of its sustainability indicators, confirming a substantial advancement in its capacity to sustain the organization.

To assess whether the capacity of CORPILARES-BOL’s board of directors, considered the anchor group under the CI framework, had improved to strengthen the organization’s sustainability, a set of indicators was established as part of the updated 2024 sustainability plan by four external actors. Achieving at least 60% of these indicators was considered evidence of increased capacity. By the end of the project, CORPILARES-BOL had met 75% of its sustainability indicators, confirming a substantial advancement in institutional development.

Key achievements during this period included the implementation of joint activities with external actors, such as an agro-business festival organized in partnership with the INETAM, and the coordination and participation in the first mining fair held in San Martín de Loba. The Corporation also established strategic alliances, including collaboration with the Barranco de Loba Mayor’s Office for a community film forum, and its active participation in the departmental CIETI, strengthening its role in public dialogue on CL and OUWC. In parallel, CORPILARES-BOL facilitated experience exchanges with educational institutions from Barranco de Loba, San Martín de Loba, and Hatillo de Loba, transferring knowledge through hands-on learning opportunities at four of its beekeeping apiaries.

As part of the broader strategy to build the leadership and operational capacity of the board of directors, the project implemented 17 targeted capacity development interventions. These included a combination of coaching sessions, mentorship, workshops, and technical trainings on topics essential for effective governance and institutional sustainability. Areas covered included self-perception leadership, strategic communication, sustainability planning, organizational management, monitoring and evaluation, project leadership, and leadership in group dynamics. These interventions were instrumental in fostering a shared vision, strengthening decision-making processes, and equipping the board with the tools necessary to drive collective impact and ensure the long-term sustainability of the Corporation.



Photo 10. Training to CORPILARES BOL on electronic invoicing

In January 2025²⁴, a two-session training on electronic invoicing was conducted, with a total of 11 participants, primarily members of the corporation’s board, attending both sessions. The first session, held on January 24, covered topics such as accessing DIAN’s free invoicing platform, creating electronic documents, registering buyers and products/services, and included hands-on exercises. The second session, held on January 27, focused on creating user profiles within the invoicing portal, downloading issued and received documents using the Unique Electronic Invoice Code (CUFE), and enabling the invoicing resolution.

By the close of the project, 19 CSOs remained actively engaged, defined as maintaining at least 60% participation in project activities. Of these, 37% (7 CSOs) were based in Hatillo de Loba, while 21% (4 CSOs each) were located in San Martín de Loba, Barranco de Loba, and Altos del Rosario. The composition of active members was 52% women and 48% men, reflecting a notable improvement in gender equity compared to 2023, when women represented only 38% of the network and men 62%.

Female composition of active membership in CSOs increased from **38%** in 2023 to **52%** in 2024, reflecting a notable improvement in gender equity.

²⁴ These training sessions were not mentioned in the April 2025 TPR

Although this represents a 51.3% decrease in the number of participating organizations since the beginning of Phase II, the reduction is attributed to the level of commitment required to fully participate in training sessions, implement project activities, and fulfill other responsibilities. Despite this decline, the CSOs that remained showed a high degree of dedication, passion, and ownership in their work. This committed core group now represents a solid foundation for the long-term sustainability of CORPILARES-BOL, ensuring that the corporation continues to lead local efforts rooted in shared leadership, inclusive participation, and collaborative action.

Sub-outcome 3.2 Strengthened alliances between the Solidarity Network of Sur de Bolivar and key stakeholders to address CL and OUWC.

During the project, CORPILARES-BOL engaged with 75 external stakeholders, which led to formalization of 9 sustainability-focused alliances.

During Phase II of the project, the corporation engaged with a total of 75 external stakeholders, including 53 public sector entities (71%) and 22 private sector organizations (29%). These collaborative efforts led to the formalization of 9 sustainability-focused alliances, aimed at promoting technical cooperation and long-term institutional resilience.

The established partnerships included initiatives such as strengthening CORPILARES-BOL’s organizational capacity, expanding knowledge on strategies to address CL and OUWC, and promoting the Social Project Institute Method in projects led by CORPILARES-BOL. Other key alliances supported the development of regenerative agriculture and the beekeeping model in the corporation’s area of influence and the dissemination of messages on gender equality and new masculinities as factors in preventing CL and labor exploitation.

Table 5. Summary of Alliances for Sustainability

No	Alliance Name	Objective	External Entity	End Date
1	Organizational strengthening	Establish a cooperation agreement between the SN and the Pastoral Social to work with CSOs in the municipalities of Barranco de Loba, San Martin de Loba, Hatillo de Loba, and Altos del Rosario. The Pastoral Social will focus on strengthening the capacity of CSOs to become sustainable.	Pastoral Social	October 30, 2024
2	Increase knowledge	Establish a lasting agreement between SENA and the Sur de Bolivar SN to increase knowledge on various topics including economic development, project management tools, use of free time, good mining practices etc.	SENA	December 31, 2023
3	Use the methodology SPI to	Establish an agreement between the Sur de Bolivar SN and the Social Project Institute (SPI) to apply the	Social Project Institute (SPI)	September 30, 2023

	manage short term micro-awards	SPI methodology to project management using motivational and agile techniques.		
4	Alliance Agreement between CORPILARES-BOL and Elixir Floral SAS	Establish a cooperative relationship that allows the production and improvement of beehives to be carried out within the framework of the beekeeping production project.	Elixir Floral SAS	December 30, 2023
5	Alliance Agreement between Pact, CORPILARES-BOL, and Coach Leidy Molina	Provide 4 free coaching sessions of 1 hour each for two social leaders who are members of CORPILARES-BOL selected by Pact.	Coach Leidy Molina	July 8, 2024
6	Alliance Agreement between Pact, CORPILARES-BOL, and Coach Marco Vargas	Provide 4 free coaching sessions of 1 hour each to two social leaders who are members of CORPILARES-BOL selected by Pact.	Coach Marco Vargas	July 8, 2024
7	Strategic alliance for the development of a regenerative agriculture model and beekeeping where CORPILARES-BOL has influenced	Join technical, financial, and administrative efforts between CORPILARES-BOL and Agro Oriente Export and Elixir Floral to develop a new model of regenerative agriculture and beekeeping in the region. Alliance continues to date.	AGRO ORIENTE EXPORT S.A.S. and ELIXIR FLORAL S.A.S.	May 28, 2025
8	Alliance to disseminate network messages on gender issues and new masculinities as factors contributing to CL and OUWC in Sur de Bolivar	Disseminate messages on gender and new masculinities with CORPILARES-BOL to promote social transformation and inclusion, contributing to reducing CL and OUWC.	DANNA MARCELA LÓPEZ NARVÁEZ (Influencer)	November 11, 2024
9	Cooperation agreement between Monda Link and CORPILARES BOL	Provide technical resources for the training of CORPILARES-BOL in teamwork and conflict management tools.	Monda Link	November 20, 2024

In terms of sustainability, CORPILARES-BOL successfully formalized nine strategic alliances with public, private, and civil society entities. These partnerships aimed to strengthen organizational and technical capacities, enabling the acquisition of knowledge in areas such as organizational formalization, project management, communication strategies, beekeeping, and honey processing. Additionally, connections were established with professionals who provided individual training in leadership, teamwork, and conflict resolution, further reinforcing internal team

cohesion. Several alliances also supported efforts to transform and export honey as a strategy to diversify and increase income sources.



Video 4. Please click the image to view the video of CORPILARES-BOL's office

Beyond the formalized partnerships, one of CORPILARES-BOL's most significant achievements in 2024 was securing a dedicated space from the San Martín de Loba Mayor's Office within the Casa de la Cultura to serve as its headquarters. This space was equipped with office supplies, musical instruments, and beekeeping tools donated by the PILARES project, enabling the organization to establish a fully functional physical office. Having a dedicated space has facilitated administrative operations, ensured safe storage of materials and tools, supported the hosting of meetings and training sessions, and reduced operational costs related to rent and utilities. Furthermore,

this physical presence enhances institutional visibility, provides a clear point of contact for the community, and reflects strong political support from the local government—underscoring CORPILARES-BOL's value and importance to the municipal administration.

These alliances significantly contributed to enhancing the visibility and credibility of the corporation, fostering trust with local and regional actors, and anchoring sustainability strategies through shared leadership and inter-institutional collaboration.

Outcome 4. Increased application of the CSO collective impact model and other global best practices from the Pact-Colombia projects (Pilares, Somos Tesoro) by other countries and sectors.

The Pilares project achieved notable results in the cross-border and cross-sector dissemination of its methodologies and lessons learned. According to a follow-up survey conducted with participants of the experience exchange processes, 100% of the surveyed organizations (7 in total) that participated in multiple knowledge-sharing activities reported having incorporated at least one key element of the Pilares approach into their own initiatives. These organizations include Catalyzing Civil Society (Catalyst), Diversidad Rural, Pan American Development Foundation (PADF), Vision Mundial México, among others, representing a diverse group of development actors from across Latin America.

All organizations participating in the experience exchange activities reported incorporating at least one key element of the Pilares approach into their own initiatives, confirming that Pilares has become a regional benchmark for applied learning.

The practices adopted include the use of the CI methodology, the application of M&E tools tailored to grassroots CSOs, and the development of strategies for local advocacy and multi-stakeholder coordination. Participants also reported adapting training modules on gender equity, CL, and organizational sustainability, as well as grant management tools developed through the Pilares project. This feedback confirms that Pilares has become a regional benchmark for applied learning, with its tools and approaches being incorporated into the programming of organizations well beyond Colombia's borders.

Output 4.1. Strategic dissemination strategy to share Pact-Colombia best practices created.



Photo 11. Participation of the Pilares Project in the 2024 Annual Conference of the American Evaluation Association.

As part of this outcome, Pact developed and implemented a strategic dissemination plan to promote the experiences, results, and best practices of the Pilares project. While the overall structure of the strategy was designed by Pact, its success depended heavily on the collaboration with CORPILARES-BOL. The Corporation played a vital role in organizing and facilitating exchanges and, on several occasions, led sessions to present lessons learned in project implementation and community-based actions.

During Phase II, **a total of 44 experience-sharing events were carried out with national and international partners**, including the USDOL, American Evaluation Association, the Conectando Caminos por los Derechos project, Responsible Business Alliance, Pacto Global, the Collective Impact Forum, Global

March, Global Opportunity Youth Network (GOYN) of Bogotá, World Vision, and the United States Agency for International Development (USAID). Academic institutions such as Universidad Pontificia Bolivariana, Universidad Minuto de Dios, and several public schools in southern Bolívar also participated in these knowledge exchange processes.

The topics addressed included the CI approach, monitoring and evaluation tools for CSOs, organizational strengthening, strategic communication, and sustainable project management. These sessions provided opportunities for technical consultation, showcased CSO-led innovations, and facilitated dialogue around strategies to address CL and OUWC.

Through this joint dissemination strategy, the project successfully elevated local leadership, encouraged the replication of impactful practices, and positioned CORPILARES-BOL as a regional leader in participatory, collaborative, and results-driven development.

Output 4.2. Best practices from Pact-Colombia projects are strategically disseminated at the local, regional, national, and international levels.

During Phase II of the Pilares Project, **a total of 210 communication products were developed** as part of a strategic effort to enhance both external visibility and community ownership of the process. These materials spanned a wide range of genres and formats, including graphic pieces, infographics, photo essays, videos, podcasts, news articles, and more, allowing for the documentation and promotion of the project's progress through the voices and experiences of its participants.



Photo 12. Participation of the Pilares project and CORPILARES in an exchange of experiences with Universidad Minuto de Dios in Medellín.

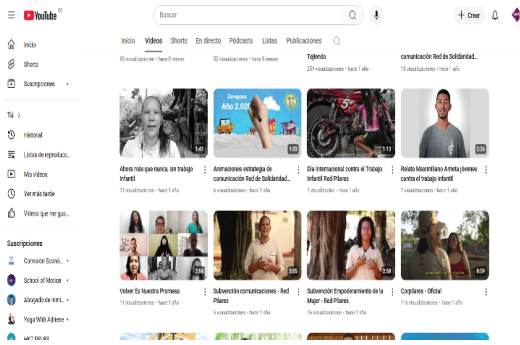


Photo 13. [Pact's YouTube Channel – Pilares Project.](#)

Aligned with a transmedia communication approach, many of these products were designed to complement one another, interweaving narratives across different platforms and formats to tell a cohesive, multidimensional story. The content was distributed through various channels, including institutional social media, websites, local and departmental media outlets, and strategic partnerships with local actors.

This multifaceted dissemination strategy significantly amplified the reach of the project's messaging and increased public recognition of its achievements and impact across the territories of implementation.

II. RESEARCH

During the first phase of the project (December 2017- September 2022), the project developed the following research product reported as Annex G:

- TPR April 2020: Annex G1. Major Research Product MBA Thesis Laura Cortes.

The thesis focuses on designing a monitoring system to identify risk factors for CL in the municipalities of San Martín de Loba and Barranco de Loba, in the Bolívar department of Colombia. The study follows a participatory action research approach and collaborates with 16 civil society organizations (CSOs).

Key Findings

1. Community Empowerment: Training sessions strengthened CSOs, enabling them to lead risk identification and decision-making processes in their communities.
2. Sustainable Monitoring: A quarterly data collection system was established in 10 neighborhoods or rural areas, facilitating the identification of trends and causes of CL.
3. Coordinated Action: Participation in CIETIs enabled collaboration with government entities such as ICBF, local governments, and the Childhood and Adolescence Police.
4. Visibility and Recognition: CSOs became key actors in the fight against CL, promoting educational and recreational activities to prevent the issue.
5. Social Impact: The community actively participated in surveys and programs, contributing to the generation of real data on the problem.

This monitoring model not only helps map risk factors but also fosters collaboration between the state and civil society to improve child protection

During the second phase of the project (October 2022-March 2025), the project generated the following research product reported as Annex G:

- TPR October 2023: Annex G2 - Final Report Pilares Context Research

The report analyzes the territorial context and challenges faced by organizations in five municipalities: Altos del Rosario, El Peñón, San Martín de Loba, Hatillo de Loba and Barranco de Loba. Key findings highlight a young population requiring economic inclusion, a shift toward primary economic activities (mainly informal mining and agriculture), and a weak business environment dominated by microenterprises—99% of registered businesses are microenterprises, with only one medium-sized mining company in San Martín de Loba. The region lacks a consolidated productive system, suffers from high employment informality, and has a fragile institutional framework that limits trust and development. Despite these challenges, the territory has potential for ecosystem service provision and sustainable development. The report recommends strengthening youth leadership, improving institutional engagement, and promoting productive alliances.

III. MONITORING AND EVALUATION (M&E) ISSUES

A. PROGRESS TOWARDS COMPLETING M&E DELIVERABLES (REQUIRED AS APPLICABLE)

During the second phase of the Pilares Project, the M&E team implemented a variety of strategies and tools to measure the progress of project activities and indicators, and to ensure the quality of collected data and evidence to document the learning and advances of both the participating organizations and the implementing team (Pact and Diversidad Rural).

A new Comprehensive Monitoring and Evaluation Plan (CMEP) was developed for Phase II, featuring an updated results framework, activity map, indicators, targets, and monitoring tools tailored for the organizations. The creation of the CMEP was carried out collaboratively between Pact and the donor in a constructive and efficient manner, allowing the project to have its guiding M&E document finalized in time to enable the seamless implementation of Phase II.

Building on the platform developed during Phase I (Google Sites and Workspace), the project designed a new site aligned with the updated objectives. This new site facilitated project monitoring and served as a central repository for the storage and review of documents, databases, and supporting evidence. It was used both by CSOs to report on their subgrant progress and by the Pact and Diversidad Rural teams to document project activities.

An important component of Phase II was the strengthening of M&E capacities. In-person and virtual training sessions were conducted for participating CSOs (to ensure the development of their own M&E and subgrant M&E plans), as well as for the M&E team members of CORPILARES-BOL, Pact staff, and Diversidad Rural. Participants received training on personal data management in accordance with Law 1581 of 2012 (Habeas Data Law), the use of project monitoring tools and platforms, best practices for the submission of evidence and compliance reports, and methodologies for evaluation and follow-up, among other topics. Strengthening M&E capacities enabled subgrant leaders to carry out continuous monitoring and evaluation of their activities. The M&E team provided close, trust-based accompaniment to the organizations, offering guidance when challenges arose.

Throughout Phase II, data collection was continuous, utilizing methodologies adapted to the local context, including site visits, semi-structured interviews, surveys (in-person, Google Forms, phone-based, and WhatsApp), board games, knowledge questionnaires, and participatory group evaluations. In 2024 alone, information was

collected on more than 20 key project indicators, covering areas such as knowledge acquisition, community perceptions, application of learnings, organizational knowledge, and the achievement of sustainability and collective impact objectives.

The M&E team also designed strategies for the ongoing analysis and presentation of results using tools like Looker Studio (for data visualization through tables and charts) and AppSheet (for activity and budget planning and database digitization). The availability of these tools enabled data-driven decision-making and constant adjustment of work plans and implementation strategies.

Finally, from January to March 2025, the project conducted a systematization of Phase II experiences to document the lessons learned, changes achieved, and good practices that emerged during project implementation. The M&E team supported the consulting team in the document review and information collection processes, using the Outcome Harvesting methodology as the basis for the study.

The systematization of the Pílares Project highlights significant transformations across its five strategic lines of work: collective impact, organizational strengthening, relationship building, monitoring and evaluation and communications. Detailed results are reported in **Annex H5. Systematization of the project**; and a summary of key findings are presented here:

- Under ***Collective Impact***, community organizations developed a shared vision focused on eradicating CL and improving working conditions. They shifted from fragmented efforts to a common action agenda, established the legal corporation, CORPILARES-BOL, and adopted collaborative leadership and collective monitoring practices. These advances enabled organizations to move from passive participation to active engagement and influence in local institutional spaces.
- In the area of ***Organizational Strengthening***, organizations transitioned from reactive operations to strategic planning and autonomous management. They successfully executed small grants, diversified leadership—particularly incorporating youth and women—and assumed co-responsibility for planning, implementation, and evaluation. However, disparities in organizational capacities and operational overload were observed, requiring tailored support strategies.
- Regarding ***Relationship Building***, organizations increased their visibility and legitimacy with local institutions, becoming recognized interlocutors capable of contributing proposals to local governance. Despite these advances, persistent barriers in some municipalities limited full and meaningful participation.
- In ***Monitoring and Evaluation***, organizations integrated basic monitoring tools into their operations and began using monitoring as a management and learning tool. Some developed internal evaluation practices, demonstrating ownership of processes. Nonetheless, in some cases, monitoring continued to be perceived as an external requirement, highlighting the need for further internalization.
- In ***Communications***, organizations designed and implemented a community-based communication strategy with a territorial focus. They transitioned from improvised messaging to coordinated campaigns with a common identity across nodes, using accessible formats such as radio messages, posters, and videos. Communication became not only a tool for external visibility but also a means to strengthen internal organization and decision-making. However, digital and generational gaps persisted, creating challenges for full participation in communication efforts.

Factors of success included the implementation of participatory and flexible methodologies that adapted to the specific needs and capacities of each community organization, enabling their active involvement and ownership of the processes. The project's methodological design avoided imposing rigid formats, opting instead for adaptive and progressive support tailored to the realities of each node.

A fundamental success factor was the respect for organizational autonomy. The project provided technical guidance and mentoring without overriding local decision-making, allowing CSOs to design their governance structures, operational plans, and communication strategies according to their own dynamics. This approach fostered stronger ownership, more sustainable structures like CORPILARES-BOL, and greater internal cohesion.

Practical learning approaches were another critical factor. Through mechanisms such as hands-on management of subgrants, participatory planning, and peer-to-peer mentoring, organizations strengthened their skills by directly applying new knowledge to real challenges. This experiential learning not only improved technical capacities but also reinforced leadership development, especially among emerging youth and women leaders.

Overall, the findings from the Systematization study reveal a strong trajectory toward greater organizational autonomy, territorial articulation, and political agency among community organizations, while also signaling critical areas where continued investment and adaptive strategies will be key to sustaining and scaling the impact achieved.

A. M&E TEAM M&E CHALLENGES (AS APPLICABLE)

The M&E team faced several challenges in ensuring the effectiveness of monitoring activities and the quality of information during the second phase of the project. A constant challenge was the limited digital literacy and technical skills among the members of the CSOs and, later, of the CORPILARES-BOL corporation. These limitations complicated information management, the generation and drafting of reports, the creation and adaptation of monitoring formats, and the full appropriation of the provided tools, posing difficulties for the consistent documentation and monitoring of activities. However, Pilares project overcame these challenges through continuous training and support on monitoring topics, using accessible language while avoiding technical terms, and adapting the tools and formats to the local language and contextual conditions.

Another significant challenge stemmed from the contextual and logistical conditions in remote areas. Communication difficulties due to weak or non-existent mobile and internet signals complicated remote data collection efforts, making it necessary for the M&E team to frequently travel to the territories to conduct evaluations and provide ongoing support.

In 2024, an additional challenge arose with the need to effectively monitor all project indicators while simultaneously overseeing twelve subgrants being implemented in parallel. This situation required constant follow-up through multiple channels, including phone calls, site visits, WhatsApp messaging, and both virtual and in-person meetings. It also necessitated the continuous design, adjustment, and improvement of measurement

and visualization tools (such as surveys, forms, tables, and platforms) as well as monitoring procedures and methodologies to ensure they remained relevant and sufficient.

Initially, there was also a need to strengthen the overall M&E capacities of the participating CSOs and the internal team, particularly regarding the use of monitoring systems, reporting, data verification, and evaluation processes. It became necessary to establish a dedicated M&E team operating in the territories to enhance oversight and support.

Despite these challenges, strong commitment, interest, and participation were consistently observed among the CSOs and CORPILARES-BOL in the M&E activities promoted by the Pilares Project. Moreover, significant progress was made in the learning and adoption of M&E tools and methodologies throughout the second phase, demonstrating a steady improvement in monitoring practices and ownership.

B. EXPERIENCES, INNOVATIONS AND SUGGESTIONS (AS APPLICABLE)

During the second phase of the project, the M&E team actively participated in knowledge and experience exchange processes. Several sessions were conducted to share the methodologies, tools, and lessons learned from the Pilares Project with various external entities, including the Cali Chamber of Commerce, USDOL-funded projects in other countries, Verité Mexico, and Diversidad Rural. These exchanges resulted in the adoption and improvement of information management systems by some of these organizations. They also allowed the Pilares M&E team to refine their technical capacities and enhance effective approaches to project implementation.

Additionally, throughout Phase II, the M&E team continuously pursued technological innovation to optimize processes and improve monitoring activities using open-source tools. A web platform (based on Google Sites and Workspace) was initially created and constantly updated to facilitate project monitoring and evidence collection. Furthermore, a mobile application was developed using Google AppSheet to digitalize and streamline the registration and consolidation of attendance lists and activity records.

Specific tools were also developed to enhance the efficiency of internal monitoring (Pact and Diversidad Rural teams), including a digital Excel matrix for tracking the Organizational Performance Indicator (OPI) and another AppSheet tool designed for weekly and monthly planning, which improved coordination across project teams.

Additionally, an Excel-based dashboard was created to monitor the progress of subgrant activities (dates, reports, indicators, finances), complemented by a Looker Studio visualization that presented the overall status and progress of the subgrants clearly. These tools were used both for internal progress reporting and for providing feedback and adjustment recommendations to the CSOs managing the subgrants.

Based on monitoring findings, continuous recommendations were made to improve project implementation and adjust activity planning among the project teams and CSOs.

Key lessons learned for effective M&E management included:

- The importance of engaging the entire implementing team in M&E tasks, including organizational leaders and implementing partners.

- Ensuring the accessibility of materials and tools for all actors by adapting them into different formats, whether physical, digital, through games, phone calls, etc.
- Providing feedback not only to donors but also to communities, as they are ultimately responsible for making the necessary changes to ensure the sustainability of project activities in their territories.
- Leveraging open-source and low-cost platforms to develop sustainable, user-friendly, and easily accessible tools that can continue to be used by organizations and the corporation after project closure.
- Maintaining a flexible attitude, promoting constant feedback, and exercising patience and trust in the learning process, especially in training and accompaniment activities.
- Fostering interest, conducting trainings, and building monitoring teams that include organizational leaders to strengthen ongoing follow-up and support the project's sustainability.

IV. LESSONS LEARNED AND EMERGING PRACTICES

Throughout the second phase of the Pilares Project, important lessons and promising practices emerged across all levels of implementation. These insights—drawn from the experiences of Pact, CORPILARES-BOL, and Diversidad Rural—contributed to enhancing the project’s effectiveness, community ownership, and long-term sustainability.

One of the most significant lessons was the effectiveness of micro-grants as tools for community engagement and sustainability. These grants enabled local CSOs to implement context-specific initiatives with direct relevance to their communities, which increased ownership and accountability among participants. Their flexible and practical design empowered organizations to apply new skills, build confidence in project management, and generate visible short-term results—critical factors for motivating sustained local action. Furthermore, micro-grants allowed organizations to experience the full project cycle, including planning, implementation, monitoring, and reporting, which proved essential for institutional strengthening.

When properly sequenced, micro-grants also facilitated learning-by-doing and supported continuity in programming, even amid challenges such as seasonal rains. However, the project highlighted the need for early co-financing negotiations with local governments, timely beneficiary selection, and clear communication of roles and responsibilities to ensure commitment and long-term impact. The technical viability of new economic initiatives—such as rice cultivation—also requires prior feasibility studies to avoid risks during implementation.

Project sustainability depended heavily on continuous capacity building. Regular training in project formulation, management, and M&E was essential, particularly at the start of each new cycle. Customized training approaches that responded to participants’ educational levels significantly improved content retention and application. CORPILARES-BOL emphasized that organizational strengthening is a long-term process, particularly in contexts with limited financial incentives. However, a strong sense of organizational identity and support from Pact allowed CORPILARES-BOL to confront challenges collaboratively. Decentralized decision-making further increased autonomy, enabling CORPILARES-BOL to make strategic choices independently and effectively.

Monitoring and evaluation were most successful when based on trust, dialogue, and continuous support rather than strict oversight. The accompaniment model fostered confidence and learning among local actors. While digital limitations posed challenges—such as low reading comprehension, limited connectivity, and technical difficulties in virtual training—adaptive strategies such as downloadable content, printed guides, and personalized follow-up via phone calls ensured accessibility and participation across contexts. The blended methodology implemented by Diversidad Rural, which combined in-person sessions with virtual and self-paced tools, proved particularly effective.

Another key area of learning was communication. The project recognized the importance of strengthening institutional communication and ensuring that reports and messages reached not only donors but also community stakeholders. Incorporating local symbols, expressions, and culturally relevant language improved message ownership and community connection. CORPILARES-BOL's communications team demonstrated technical proficiency in producing high-quality audiovisual content, maximizing internal talent and boosting project visibility. Social media posts that celebrated individual achievements proved especially impactful, motivating participants and increasing engagement.

Collaboration with institutional and educational stakeholders played a pivotal role in increasing the project's visibility and sustainability. Partnerships with municipal governments, family commissioners, educational institutions, and local radio stations extended the project's reach and built lasting networks. The inclusion of youth in technology-focused activities developed their leadership and personal skills, while experience exchanges fostered peer learning and alliance building. The emergence of new leaders with strong technical and communication skills, and the application of coaching strategies to enhance soft skills, were essential for ensuring continuity and community-driven progress.

CORPILARES-BOL's growing leadership was evident in its ability to independently organize meetings, manage partnerships, and lead initiatives such as beekeeping exchanges. Its commitment to institutional engagement led to concrete achievements, including access to new spaces and equipment, and collaboration with actors such as the social development office in Barranco de Loba. The organization also noted that acknowledging individual achievements motivated ongoing participation and built stronger bonds within the community.

Finally, tools such as the sustainability plan and the SCRUM methodology proved valuable for guiding implementation and promoting responsible project execution. However, reinforcing their use through continued mentoring and support remains essential. Overall, the project demonstrated that when community-based organizations are empowered with the right tools, knowledge, and relationships, they are well-positioned to sustain change and continue advocating for the eradication of CL and OUWC well beyond the project's formal end.

V. PROJECT HIGHLIGHT AND/OR PARTICIPANT STORY

A. PROJECT HIGHLIGHTS

In November and December 2024, two closing events for the Pilares project were successfully held in the municipalities of Hatillo de Loba and Barranco de Loba. Organized by the board of directors of CORPILARES-BOL, these events brought together CSOs and local government representatives to reflect on the achievements and legacy of the project in the region.

The events featured three thematic stands that visually documented the corporation's evolution and impact:

- A historical overview of the Pilares project and its influence on local development.
- A detailed timeline of key actions implemented during 2023 and 2024.
- A showcase of successful projects and initiatives carried out under the subgrants program.



Photo 14. CSOs and local government representatives participating in the closing event in Barranco de Loba.



Video 5. Click the image to watch the video of the 2024 closing event in Hatillo de Loba

CORPILARES-BOL's organizations are committed to continuing their efforts to address CL and OUWC, while strengthening their autonomy and partnerships with both public and private sectors to help build a better future for children and adolescents in the region.

"Today marks the departure of Pact, but we remain committed to our mission. We will continue to strengthen our presence in the territory and collaborate with local communities to address the issue of child labor," stated Saida Vásquez, a

representative of the CSO La Pasuba, an active member of CORPILARES-BOL.

These events not only celebrated the accomplishments of the Pilares project but also underscored the sustainability of its results through continued local leadership and ownership.

B. PARTICIPANTS STORY

CSOs Strengthen the Sustainability of CORPILARES-BOL Through Their Own Initiatives

With support from its board of directors and consulting team, CORPILARES-BOL has actively facilitated the participation of its member CSOs in public and private calls for funding and technical assistance. These efforts have enabled member organizations to access resources aligned with their organizational profiles and economic or social sectors, directly contributing to the sustainability of CORPILARES-BOL as a whole.

One such example is AFROMINBA, a CSO based in San Antonio, Barranco de Loba. With guidance from CORPILARES-BOL, the organization was selected as one of the first 50 in the country to implement a Community Self-Generating Energy Company using photovoltaic solar technology, with an investment of nearly USD \$500,000.

In addition, through CampeSENA—a national strategy from SENA designed to recognize and strengthen the work of Colombian farmers—AFROMINBA received technical equipment for its beekeeping initiative, including three protective suits, a centrifuge, and several new hives.

“Beekeeping, which began as an initiative under the Pilares project, opened the door for us to access this support from SENA. We’ve been strengthened and we’ve gained new knowledge in the field. Today, it’s one of the key income-generating activities for women in our organization,” said Luz Ardila, leader of AFROMINBA and active member of CORPILARES-BOL.

Another example is ASOAGRIPESSAMIG, a grassroots organization based in San Miguel, Hatillo de Loba. The group has successfully completed two major projects: cleaning the local swamp and stocking it with more than 150,000 fingerlings, in partnership with National Authority for Aquaculture and Fisheries (AUNAP) and the Hatillo de Loba Mayor’s Office. These initiatives have included training in artisanal fishing techniques and the provision of critical inputs, such as motors and boats.



Video 6. ASOAGRIPESSAMIG experience. Please click on the image to access the video.

These projects not only restore local ecosystems but also create meaningful economic opportunities for families engaged in small-scale fishing.

“The benefits of these programs are twofold: they support our organizations and our communities, and they also benefit CORPILARES-BOL. Everything that each CSO achieves contributes to the sustainability of the Corporation. Every organization that is part of CORPILARES-BOL is committed to positioning it, because we know that doing so will ensure the continuation of projects that benefit us all. It’s truly a win-win,” shared Mauris Fernández, leader of ASOAGRIPESSAMIG and CORPILARES-BOL member.

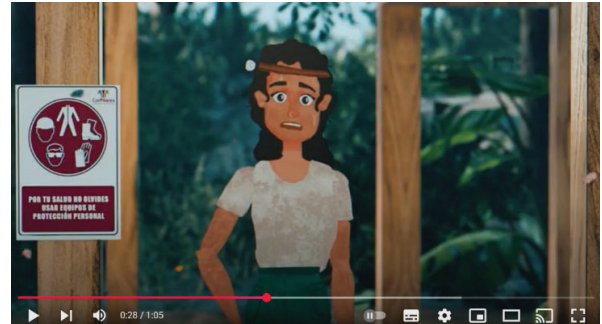
These stories reflect how local organizations are not only advancing their own missions but are also reinforcing the broader sustainability and collective impact of CORPILARES-BOL.

VI. OTHER

C. ELABORATION ON SPECIAL EVENTS OR IMPORTANT MEETINGS NOT MENTIONED ELSEWHERE (IF APPLICABLE)

D. DESCRIPTION OF PROJECT COMMUNICATION/OUTREACH/USE OF SOCIAL MEDIA NOT DESCRIBED ELSEWHERE (IF APPLICABLE)

A 2D animated video was produced using the Motion Graphics technique to raise awareness about OSH. Through the depiction of a real-life incident in an underground gold mine, the video highlights the importance of using personal protective equipment (PPE). It will be used in mentoring sessions to sensitize workers in mining units and during knowledge transfer activities on CL and OSH led by CORPILARES-BOL mentors.



Video 7. Please click on the image to access the video.

E. MANAGEMENT ISSUES (STAFFING CHANGES, VACANT POSITIONS, OR OTHER) NOT MENTIONED ELSEWHERE (IF APPLICABLE)

F. ADDITIONAL ISSUES

I. STATUS OF ACTIVE MICRO-AWARDS AND FUNDING TO HOST COUNTRY GOVERNMENT(S)

As required in MPG (Annex on Information on Proposed Funding to Host Country Governments and/or to Micro-awards), please provide information (using suggested format below) on the status of all approved micro-awards and/or funding to a Government Agency. Contracts supporting substantive programmatic work should also be included. *Note that all micro-awards and funds supporting host country governments require prior DOL approval (see the MPG for more information on applicability).* If a previously approved funding amount or budget allocation is expected to change, include a revised budget and budget narrative as an attachment to this TPR so that DOL can provide prior approval if needed.

Organization or Government Agency	Status of Activities	Budget in USD	Start Date	Anticipated Completion Date	Date(s) of all Oversight and Field Visits
Diversidad Rural 057-017425	Subaward completed. Final reports submitted. Certification of completion released.	\$ 82,000	23/01/2023	completed	finalized
CORPILARES 057-019680	Subaward completed. Final reports submitted. Certification of completion released.	\$4,615	12/09/2023	completed	finalized
CORPILARES 057-018996	Subaward completed. Final reports submitted. Certification of completion released.	\$5,128	16/02/2024	completed	finalized
AGRIPESBAT 057-019180	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,564	08/04/2024	completed	finalized
AGROPDC 057-019184	Subaward completed. Final reports submitted. Certification of completion released.	\$5,128	08/04/2024	completed	finalized
AFROMINBA 057-019183	Subaward concluded early. Certification of completion.	\$2,016	08/04/2024	Early closeout due to change in the sub scope.	finalized
ASOPAUB 057-019182	Subaward completed. Final reports submitted. Certification of completion released.	\$5,128	08/04/2024	completed	finalized
ASOCONSTRUAL 057-019181	Subaward completed. Final reports submitted. Certification of completion released.	\$4,103	08/04/2024	completed	finalized
ASODEPLAS 057-019179	Subaward completed. Final reports submitted. Certification of completion released.	\$3,077	08/04/2024	completed	finalized
ASOVAQUEG 057-019177	Subaward completed. Final reports submitted. Certification of completion released.	\$2,308	08/04/2024	completed	finalized
JAC NUEVO AMANECER 057-019006	Subaward completed. Final reports submitted. Certification of completion released.	\$4,103	08/04/2024	Completed	finalized
FUCREDECU 057-019178	Subaward completed. Final reports submitted. Certification of completion released.	\$4,103	08/04/2024	completed	finalized
HATIPAN 057-019012	Subaward completed. Final reports submitted. Certification of completion released.	\$2,564	08/04/2024	completed	finalized
LA PASUBA 057-019176	Subaward completed. Final reports submitted. Certification of completion released.	\$2,821	08/04/2024	completed	finalized

Organization or Government Agency	Status of Activities	Budget in USD	Start Date	Anticipated Completion Date	Date(s) of all Oversight and Field Visits
AGRIPESBAT 057-018131	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000 ²⁵	15/04/2023	completed	finalized
AGROPDC 057-018014	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000	15/04/2023	completed	finalized
ASODEPLAS 057-018015	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000	15/04/2023	completed	finalized
ASOMIPUMES 057-018016	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000	15/04/2023	completed	finalized
ASOPAUB 057-018017	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000	15/04/2023	completed	finalized
CORPILARES 057-018018	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,000	15/04/2023	completed	finalized
ASOCOMUNAL El Bagre 057-015317	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
JAC EL TUPE El Bagre 057-015318	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
OFICINA JUVENTUD El Bagre 057-015319	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
ANCHOR GROUP El Bagre 057-015320	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
ANEZA Zaragoza 057-015321	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
Voluntary Firefighters Zaragoza 057-015322	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
COGESTAR Zaragoza 057-015323	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
Anchor Group Zaragoza 057-015324	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
AGRIPESBAT Sur de Bolívar 057-015325	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
ASODEPLAS Sur de Bolívar 057-015326	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized
ASOPAUB	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	finalized

²⁵ Due to the change in the dollar exchange rate between approval and execution, the average value executed for each subaward was 3,704 (from 057-018131 to 057-018018).

Organization or Government Agency	Status of Activities	Budget in USD	Start Date	Anticipated Completion Date	Date(s) of all Oversight and Field Visits
Sur de Bolívar 057-015327					
Anchor Group Sur de Bolívar 057-015330	Subaward completed. Final reports submitted. Certification of completion released.	\$ 3,480	09/01/2021	completed	Finalized
Working group 2 Red El Bagre 057-013684	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,020	09/28/2020	completed	finalized
Working group 1 Red El Bagre 057-013626	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,005	09/22/2020	completed	finalized
Working group 1 Red Sur de Bolívar 057-013721	Subaward completed. Final reports submitted. Certification of completion released.	\$ 1,972	12/01/2020	completed	finalized
Working group 2 Red Sur de Bolívar 057-013722	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,029	12/01/2020	completed	finalized
Working group 3 Red Sur de Bolívar 057-013723	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,029	12/01/2020	completed	finalized
Working group 3 Red El Bagre 057-013720	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,004	10/01/2020	completed	finalized
Working group 1 Red Zaragoza 057-013724	Subaward completed. Final reports submitted. Certification of completion released.	\$ 1,895	10/01/2020	completed	finalized
Working group 2 Red Zaragoza 057-013725	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,028	10/01/2020	completed	finalized
Working group 3 Red Zaragoza 057-013726	Subaward completed. Final reports submitted. Certification of completion released.	\$ 2,028	10/01/2020	completed	finalized
Alliance for Responsible Mining (ARM)	Subaward completed. Final reports submitted. Certification of completion released.	\$ 128,347	02/19/2018	completed	finalized

II. LIST OF ANNEXES SUBMITTED WITH THIS REPORT

Annex A. Data Reporting Form.

Annex E. Status of VAT exemption.

Annex G. Major projects outputs and research products.

Annex G1. Major Research Product MBA Thesis Laura Cortes

Annex G2. Final Report Pilares Context Research

Annex H. Other Attachments

Annex H1. Synthesis Results Phase I Pilares

Annex H2. Chambers of Commerce Registration CORPILARES-BOL

Annex H3. Subawards Phase 2

Annex H4. Budget allocation for the facility upgrade

Annex H5. Systematization of the project.