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Sida Decentralised Evaluation

NIRAS Sweden AB

Evaluation of the Swedish Development Cooperation Strategy, Colombia 2021-2025

Final Report

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**Final Report
March 2025**

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**Sida Decentralised Evaluation 2025:02
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Abbreviations and Acronyms

ADP	Action for Peace Project
ANDI	Asociación Nacional de Empresarios en Colombia
COSUDE	Agencia Suiza para el Desarrollo y la Cooperación
CSO(s)	Civil Society Organisation(s)
COP 16	16th Conference of the Parties to the United Nations Framework Convention on Climate
COP	Colombian Peso
CINEP	El Centro de Investigación y Educación Popular
CMJ	Consejo Municipal de Juventud
EU	European Union
EQ	Evaluation Questions
FAO	Food and Agriculture Organization of the United Nations
FARC	Fuerzas Armadas Revolucionarias de Colombia
GRUC	Grupo de Cooperantes Internacionales en Colombia
IDB	Inter-America Development Bank
IHL	International Humanitarian Law
IOM	International Organization for Migration
ISO	International Organization for Standardization
JAC	Junta de Acción Comunal
JEP	La Jurisdicción Especial para la Paz
LVGs	Low Value Grants
MAPP OEA	La Misión de Apoyo al Proceso de Paz en Colombia de la Organización de los Estados
MOE	Misión de Observación Electoral
MOVICE	Movimiento Nacional de Víctimas de Crímenes de Estado
NGO	Non-Governmental Organisation
NIMD	Netherlands Institute for Multiparty Democracy
OECD/DAC	Organization for Economic Co-operation and Development/ Development Assistance
OHCHR	Office of the High Commissioner for Human Rights
OLOF PALME	Olof Palme International Center
PDET	Programas de Desarrollo con Enfoque Territorial
PME	Planning Monitoring Evaluation
SDGs	Sustainable Development Goals
SEK	Swedish Krona
Sida	Swedish International Development Cooperation Agency
SIVJRNR	Sistema Integral de Verdad, Justicia, Reparación y No Repetición
TEIs	Team Europe Initiatives
UBPD	Unidad de Búsqueda de Personas dadas por Desaparecidas
UN	United Nations
UN MPTF	United Nations Multi-Partner Trust Fund Office
UNDP	United Nations Development Programme
USAID	U.S. Agency for International Development

Preface

The Swedish International Development Cooperation Agency (Sida) commissioned this evaluation of the “Colombia Strategy, 2021 - 2025” through Sida’s Framework Agreement for Reviews and Evaluations with NIRAS. The evaluation was undertaken between September 2024 and December 2024.

NIRAS collaborated with PEMconsult for this evaluation. The independent evaluation team consisted of:

- Eric Buhl-Nielsen (team leader)
- Lida Rodriguez
- Laura Cardona
- Annica Holmberg
- Matilda Svedberg (project manager)

Quality Assurance was conducted by Graham Haylor. The NIRAS evaluation team was responsible for ensuring compliance with NIRAS’ Quality Assurance system throughout the process, as well as providing backstopping and coordination.

Executive Summary

The Strategy for Sweden's development cooperation with Colombia 2021–2025 has seven objectives in three broad thematic areas as show below:

Thematic area	Strategic objective
Peaceful and inclusive societies	Improved conditions for democratic implementation of a negotiated peace and transitional justice.
	Improved conditions for peacebuilding and increased presence and capacity of state institutions in conflict-affected areas.
Human rights, democracy, the rule of law and gender equality	Improved conditions for democracy and increased respect for the rule of law, including reduced corruption and impunity.
	Increased respect for human rights and increased protection and capacity for human rights defenders and environmentalists.
	Improved gender equality, including reduced gender-based violence and increased access to, and respect for, sexual and reproductive health and rights.
Environment, climate and sustainable use of natural resources	Reduced climate impact and greater resilience to climate change.
	Improved conditions for sustainable management and use of natural resources, ecosystems and biodiversity.

The strategy 2021-2025 has a budget of SEK 1,110 billion. As of 2024 there have been 21 contributions that are finalised and more than 30 that are active with a total disbursement of just under SEK 600 million. Of this 52% is under the thematic area of peaceful and inclusive societies; 38% is under Human rights, democracy, the rule of law and gender equality and 10% under Environment, climate and sustainable use of natural resources.

The purpose of this evaluation of the Swedish Colombia strategy is to serve as a backward-looking basis for developing a new strategy for Swedish cooperation in Colombia. The users are primarily the embassy of Sweden in Colombia.

The evaluation started in September 2024 and was concluded in December 2024 with an interaction session on preliminary findings in mid-October 2024. Overall, 26 interviews were conducted with the Swedish Embassy, its partners, other donors, beneficiaries, and other stakeholders. Extensive documentation was made available, and more than 100 documents were reviewed.

Conclusions and recommendations

Conclusion 1 The strategic plan for Swedish development cooperation in Colombia was well adapted to the complex national context and closely aligned to the country's priorities in areas where Sweden could make a difference - The cooperation strategy focused on supporting the implementation of the peace agreement, building on earlier phases to maintain momentum and capitalise on Sweden's role as a companion country involved monitoring the agreement's implementation, particularly in gender equality, victims' rights, and the search for missing persons. The approach was comprehensive, addressing three interconnected areas: peaceful and inclusive societies; human rights, democracy, gender equality, and rule of law; and sustainable use of natural resources. These efforts aimed to support Colombian initiatives for lasting, inclusive peace, essential for improving the lives of marginalized groups. Recognising limited resources, Sweden targeted niches where it held a comparative advantage, using its financial support to catalyse change, leverage political capital, and foster well-coordinated dialogue. Budget constraints led to a pragmatic focus on consolidating gains in peace, gender, and human rights, with gradual progress in environment and natural resources

Conclusion 2 The overall strategy of partner cooperation and the choice of well-established partners enabled the cooperation to mobilise Sweden's political capital and its strengths in political and policy dialogue. - Swedish cooperation primarily worked through multilateral organisations and CSO apex bodies, which accounted for nearly 90% of funding. This approach avoided isolated, Embassy-led initiatives, focusing instead on reliable partners and close coordination with other donors. This low-risk strategy maximized the impact of limited funding while leveraging dialogue platforms aligned with Sweden's objectives. Long-term partnerships with CSO apex bodies empowered these organisations and indirectly supported democratic stability and participation of marginalized groups. Sweden balanced support between multi-donor mechanisms and programs where it was the main donor, enhancing its influence in policy dialogues. Working through intermediaries enabled effective local-level support but reduced Sweden's direct impact on local implementation processes compared to its central-level influence.

Conclusion 3 The cooperation contributed to transformational change particularly in the areas of peaceful and inclusive societies; human rights, democracy, rule of law, gender equality with greater potential to engage academia and the private sector- Swedish cooperation was effective in advancing its goals working through multilateral organisations and Colombian and Swedish civil society apex bodies. Results were driven by selecting capable partners with respected, long-term mandates, and enhancing the institutional performance of Colombian apex organisations. Despite modest funding, Sweden added significant value through assertive policy dialogue, drawing attention to human rights abuses and advocating for sustainable peace while amplifying local voices against short-term interests. Key achievements included promoting women's leadership in peacebuilding and public policy at national and conflict-affected levels and supporting the 2016 peace agreement's cooperative economic development model, leveraging Sweden's expertise in the cooperative sector. Alliances with the private sector showed in area 3 huge

potential to upscale potential impacts and alliances with the academia showed positive results in the scope of area 1. Both offer opportunities because of the existing interest of these actors to contribute to peacebuilding in the different territories and at the national level.

Conclusion 4 Results within environment, climate and sustainable use of natural resources where the private and cooperative sector has been engaged bottom-up have been promising and represent an important contribution to peace and democracy - Support for environment, climate, and sustainable resource use has been limited, as it lacked a long cooperation history, was resource-intensive, and faced sustainability challenges. However, promising local initiatives to have begun through Swedish and Colombian civil society and business associations pointing at potential for long-term collaboration. Key achievements include, the empowering of rural women, excluded groups while promoting inclusive value, supply chains and introducing sustainable agricultural practices in conflict-affected areas, partnering with Swedish businesses in the dairy value chain.

Conclusion 5 The cooperation approach with its flexibility and combination of finance and dialogue was highly appreciated by partners and stakeholders, ensured ownership and was a major factor in creating results - Swedish cooperation was well coordinated national stakeholders and other donors, maintaining coherence despite the complexity of actors and contributions. Sweden provided policy support and oversight while preserving local ownership. Flexible, pooled funding to reliable partners allowed adaptability and enhanced sustainability. Using intermediaries ensured local ownership and freed Sweden to focus on policy rather than administration. However, as efforts to promote peace and human rights increasingly shift toward marginalized regions, there is a perception that Sweden's presence and ability to leverage political capital may not be sufficiently visible or impactful at the local level.

Finally as a reflection on the synergy with regional and thematic strategies it can be said that there is a good level of harmony. But as always there is a potential to gain from even close exchange.

Recommendation 1 Consolidate Sweden's promotion and support to implementation of key elements of the peace agreement at the local level prioritising the more marginalised regions. Rationale: The Swedish cooperation is well positioned and has contributed to the peacebuilding process in Colombia. It would send a strong negative signal to withdraw from these processes just when they are turning a corner and more likely than before to become self-sustaining. There is a need to support an already increasing scale of initiatives to practically implement elements of the peace agreement at the local level. Where Swedish cooperation has been directed with stronger presence and dialogue at the local level the results have been good - for example the incorporation of ex-combatants in the WeEffect activities and the work of UNWomen.

This recommendation can potentially be implemented by measures such as:

- Promote through policy and political dialogue a more active focus on local implementation.
- Scale up support to those partners actors that are ready or already moving towards local implementation.
- Support national actors to fine tune and update criteria for selecting which regions to prioritise.

Recommendation 2 Engage more actively in an evidence-based policy and political dialogue within environment, natural resources and climate – learning from the success of Swedish cooperation in peace, human rights, democracy, rule of law and gender. Rationale: Swedish political and policy dialogues in peace and human rights proved to be effective and well recognized by other donors, national actors and multilateral organisations. However, within environment, natural resources and climate (area 3) less there was less attention to engaging at the policy and political level with relevant partners and process. Swedish development cooperation can create synergies by supporting practical local efforts that open doors at the policy and political level for scaling up and contributing to transformational change.

This recommendation can potentially be implemented by measures such as:

- Identify and support partners and engage in forums that can influence policy within environment, natural resources and climate, based on evidence.
- Support experience exchange and communication of results, early impacts, lessons learnt and good practices.
- Contribute to strengthening local governance systems that can support a sustainable and territorial approach to environment, natural resources and climate.
- Explore regional collaboration and exchange platforms within Sida and EU initiatives.

Recommendation 3 Promote the greater involvement of academia and the private sector in support of human rights and gender particularly at the local level. Rationale: Data and research is needed on a constant basis to understand the constraints and opportunities for implementing improved and self-correcting approaches to human rights, gender, democracy and rule of law. Academia – both Colombian and Swedish - have an important and relatively overlooked role to bring data and rigour to the decision making and practice. Much of the potential improvements in gender-inclusive employment and human rights in terms of decent work conditions are effectively in the hands of the private sector. Sweden excels in these areas and has much to contribute. Some donors such as Switzerland already actively engage academia in their cooperation programmes with successful results.

This recommendation can potentially be implemented by measures such as:

- Promote and if relevant support the involvement of academia where data and research could improve performance in human rights, gender, democracy and rule of law.

- Join forces with likeminded donors that engage with private sector and have opportunities to further improve the gender and human right performance of the small-scale private sector in marginalised regions.

Recommendation 4 Seek opportunities to mobilise Swedish expertise and locally available financial resource within green transition, circular economy, environment, climate and sustainable use of natural resources using a bottom-up approach. Rationale: Green transition and circular economy are strongholds of Swedish expertise with a potential for longer term cooperation with the Colombian private sector and cooperative movement. Initiatives already underway in the ongoing strategy phase show promise but there is a need for local actors to engage with and access available national and international financial resources to scale up activities. Swedish cooperation needs to be strategic so that the limited financial resources are used to leverage and unlock larger and longer-term finance. A relevant example is the Swedish support to the “Sustainable Colombia” fund.

This recommendation can potentially be implemented by measures such as:

- Join further efforts to create in Colombia a critical mass of innovative financing mechanisms that respond to international and national frameworks for bioeconomy and the sustainable use of natural resources.
- Increase or maintain investment in the private sector, through private sector foundations, promoting a more inclusive and sustainable economy with emphasis in bio- and green economy.
- Contribute with Sweden’s experience promoting inclusive market economies in the scope of Global Gateway discussion and dialogue mechanisms with EU member states on how to implement it in Colombia, with its priorities in a joint manner.

Recommendation 5 Maintain the flexibility of the Swedish cooperation approach with its combination of financing and dialogue, ensuring ownership and sustainability. Rationale: Swedish cooperation approach is considered one of the most effective among other donors due to its flexibility and the combination of dialogue and practical implementation.

This recommendation can potentially be implemented by measures such as:

- Continue with the "un earmarked contribution". This modality not only contributes to the strengthening of the partners, but also to the sustainability of the actions. This modality creates an opportunity for transformational change while increasing standards of transparency and good management of the partner.
- Keep promoting the multi-stakeholder dialogue in the private sector, with local authorities, CSOs, in academia and multi-level dialogue in a two-way strategy (bottom-up and top-down), with a long-term and comprehensive vision to achieve impact at both: national and territorial level.
- Expand the political dialogue as a fundamental tool (executive, legislative, national and territorial) to put controversial issues on the table in a neutral and objective manner.

1 Introduction

1.1 THE INTERVENTION

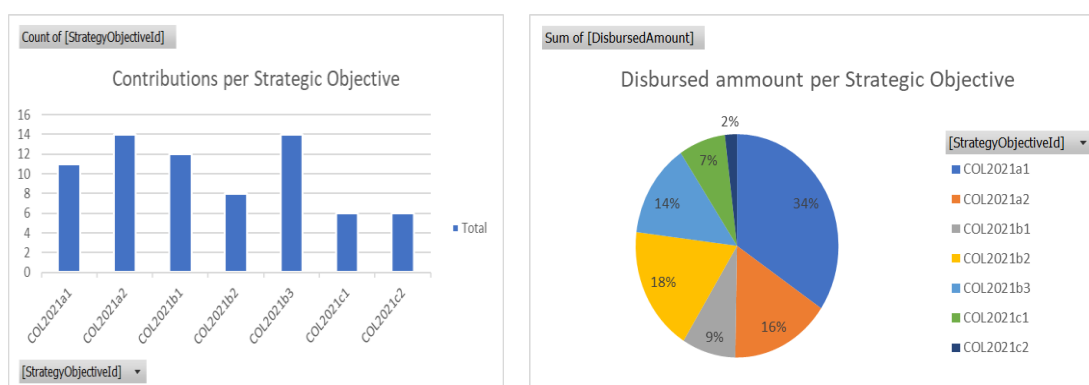
The three areas and seven strategic objectives of the strategy for Sweden's development cooperation with Colombia (2021-2025) are shown in Table 1.1 below:

Area	Strategic objective
1)Peaceful and inclusive societies:	COL2021a1 Improved conditions for democratic implementation of a negotiated peace and transitional justice.
	COL2021a2 Improved conditions for peacebuilding and increased presence and capacity of state institutions in conflict-affected areas.
2)Human rights, democracy, the rule of law and gender equality:	COL2021b1 Improved conditions for democracy and increased respect for the rule of law, including reduced corruption and impunity.
	COL2021b2 Increased respect for human rights and increased protection and capacity for human rights defenders and environmentalists.
	COL2021b3 Improved gender equality, including reduced gender-based violence and increased access to, and respect for, sexual and reproductive health and rights.
3)Environment, climate and sustainable use of natural resources:	COL2021c1 Reduced climate impact and greater resilience to climate change.
	COL2021c2 Improved conditions for sustainable management and use of natural resources, ecosystems and biodiversity

Table 1.1 Thematic areas and strategic objectives

The disbursement (2021-2024) across strategic objectives (number of contributions and disbursed amount as per July 2024) is shown in figure 1.1 below.

Figure 1.1 Disbursement across strategic objectives.



Most contributions support more than one strategic objective, using the Embassies estimates of support to each strategic objective:

- A. The peace area accounts for 50% of what has been disbursed to date (under strategic objectives COL2021a1(34%) and COL2021a2 (16%)).
- Human rights, democracy, the rule of law and gender equality account for 41% of what has been disbursed to date (under strategic objectives COL2021b1(9%) and COL2021b2 (18%) and COL2021b3 (14%)).
- B. Environment, climate and sustainable use of natural resources account for 9% of what has been disbursed to date (under strategic objectives COL2021c1(7%) and COL2021c2 (2%)).

Status	Number of contributions	Disbursed (SEK)
Finalised	21	536,440,000
Agreed	33	30,992,258
Total	54	567,432,258

Table 1.2 Status of contributions as per July 2024

The cooperation with Colombia consists of i) core contributions and pooled programmes and funds; ii) project type interventions; iii) provision of experts and other technical assistance and, iv) administrative costs that are not included at contribution level. 90% of the contributions agreed are either project type interventions (60%) and core contributions and pooled programmes and funds (30%). By volume of agreed sum, project type interventions account 40% and core contributions and pooled programmes and funds account for 56%. Indicating, not surprisingly, that the core contributions and pool programmes and funds have larger contributions. These are shown in Figure 1.2.

Figure 1.2 Agreed contribution sum against type of aid (number and agreed volume (SEK) 07/ 2024

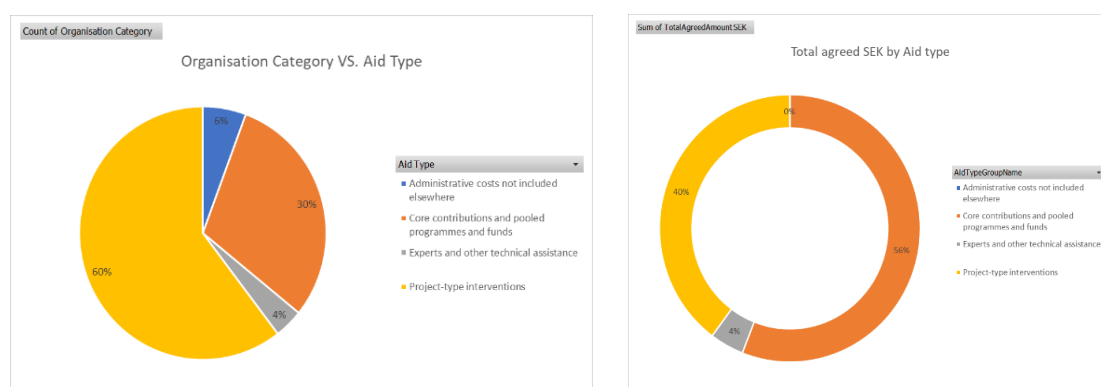
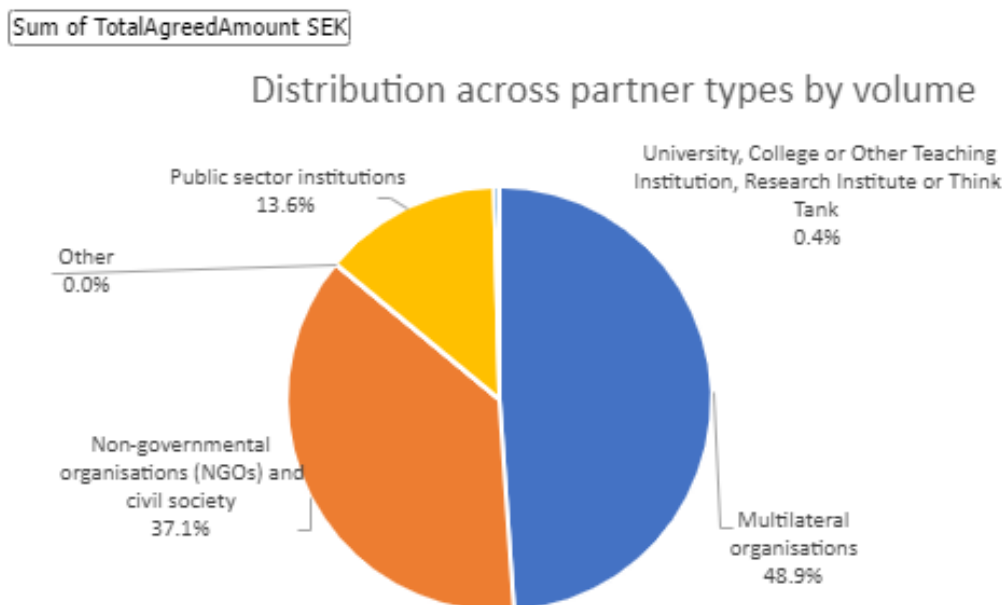


Figure 1.3 Distribution of agreed amounts across different partner types (07/2024)



The Swedish cooperation works with different partner types including: i) multilateral organisations; ii) NGO and civil society; iii) Public sector institutions; iv) University, College, teaching institutions, research and think tanks and v) others. The portfolio is characterised by working through other institutions such the multi-lateral (48.9 %) and NGOs/civil society (37.1%), which together add to 86%) rather than directly with public institutions. The statistics for Public sector consist of three phases of support to the Swedish Police, for their cooperation with the Colombian counterpart.

1.2 OBJECTIVES AND SCOPE OF THE EVALUATION

The overall evaluation objectives are to assess the implementation of the Strategy and its: relevance to the objectives and in the specific context; coherence between contributions within the portfolio, but also with regards to other Swedish development cooperation strategies and other development cooperation actors operating in Colombia; effectiveness; efficiency; impact and sustainability. As well as, to provide relevant examples of results achieved, provide lessons learnt, and recommendations based on the above assessments.

1.3 METHODOLOGY

The evaluation questions follow the OECD-DAC criteria of relevance, coherence, effectiveness, impact, efficiency and sustainability. These questions have been tailored and prioritised in line with the inception discussions. During the inception period this led to a clustering of the questions as follows:

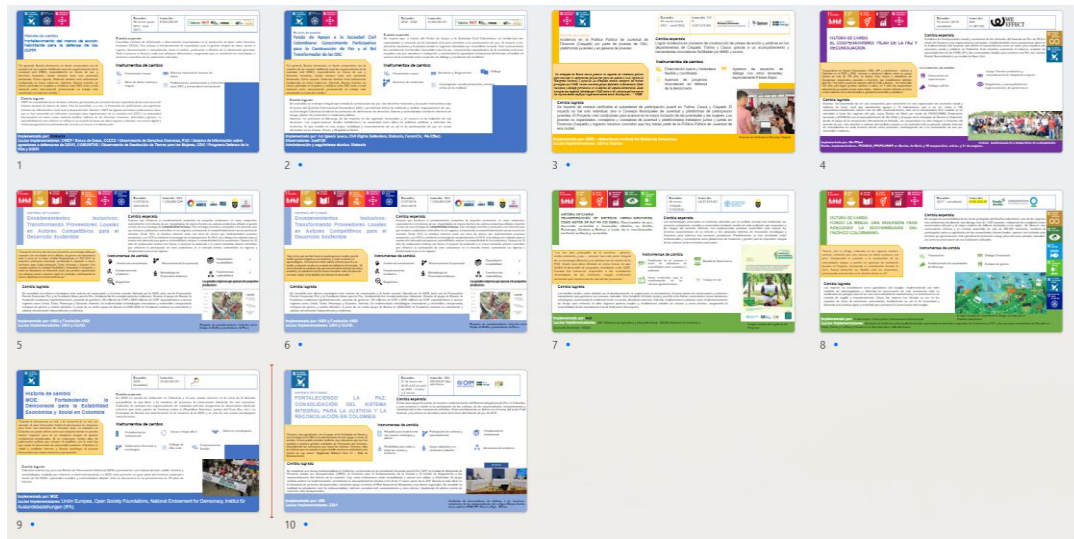
Purpose	Evaluation question	Areas of enquiry
Strategic relevance (Why)	Did the strategy do the right thing? - Choice of areas and strategic objectives - Choice of partners	- The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances - The partners chosen had a clear mandate and capacity and were appropriately supported in advancing the goals of the Swedish strategy - A policy and political agenda targeted messages that supported the goals of the Swedish strategy
Results (What)	What worked, what didn't and why? - Effectiveness - Impact - Sustainability	- A reliable results framework is in place at the strategy level among partners - The outputs reported are in line with plans and can be verified - There is evidence of transformational outcomes - There are reasons to believe that the outcomes achieved will be sustained
Cooperation approach (How)	Was the programme well managed? - Coherence - Efficiency	- A donor and external development partner mapping and active participation in coordination - The programme was compatible and well-coordinated with other donor and external development partner interventions - The management, procurement and financial control systems of key partners were assessed at entry. - The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources

Table 1.3 Evaluation methodology.

A more detailed evaluation matrix is provided in Annex 3 that identifies the data required, the methodology for collecting and analysing and using data as well as comments on the availability, validity and reliability of the areas of enquiry/ indicators. The evaluation matrix and the sample strategy were confirmed at an inception meeting on September 23rd, 2024. This meeting also confirmed that the evaluation should be mainly backward looking and should focus on the strategic level rather than attempting analysis at the contribution level. The analysis should be at a partner level rather than contribution level. A sample of 10 partners, were selected to provide an entry point through their contributions; to get a wider overview and quantitative data a survey was sent out to all partners interviewed. Based on the partner and actor analysis, a set of *Stories of Change* were developed for each of the 10 sampled partners as illustrated below and provided in Annex 6. *The Stories of Change* allowed us to extract the instruments for the achieved results, and therefore, the interviews with the consulted actors were focused on learning. Furthermore, the Swedish cooperation strategy included gender and other relevant crosscutting issues, which were included and addressed in all the results of the different areas as part of the evaluation's inquiry and finding.

The preliminary findings were presented and discussed during a validation meeting in mid-October 2023. Afterwards, the findings, conclusions and recommendations have been refined based on the comments and suggestions of the workshop participants.

Figure 1.4 Stories of Change (see Annex 6)



1.4 LIMITATIONS

The main limitation was the short time available for the evaluation. This was mitigated by shortening the inception period, drawing and examining data, evaluation and analysis already done rather than overly relying on generating primary data. Another aspect which was challenging was the limited availability of people because of the COP16 in Cali. This limitation was mitigated by organising all meetings before the COP16, within intensive interviewing days and visiting actors during the COP16 itself.

2 Findings

2.1 STRATEGIC RELEVANCE

Q1 Strategic relevance - To what extent did the strategy for Swedish cooperation and choice of partners correspond to the country context, the Swedish goals and needs and priorities of target groups?

Summary of findings:

1. The Swedish strategy 2021-2025 built on the experience of Sweden's earlier cooperation programme and responded to evolving country needs.
2. The partners chosen had a clear mandate, institutional, and influencing capacities that were aligned to the goals of the Swedish strategy.
3. The broad and complex area of cooperation led to high number of partners.
4. Sweden's policy and political agenda targeted messages that supported the goals of the Swedish strategy and its cooperation partners although the dialogue within environment and sustainable natural resources was less mature.

The Swedish strategy 2021-2025 built on the experience of Sweden's earlier cooperation programme and responded to evolving country needs. The 2021-2025 strategy built on and served to consolidate the achievements of earlier phases of cooperation within the areas of peace, democracy, gender and human rights. Sweden responded to specific needs of the country and focused on areas which were aligned with Swedish objectives and where Sweden could add value – especially in its role of a companion country to the peace agreement with a focus on gender, the rights of victims and the search for missing people. Sweden's leadership and added value in these areas is clearly evidenced both by Colombian institutions as well as donors such as the EU, Canada and others.

- *“Meetings held in the (Grupo de Cooperantes Internacionales en Colombia) were focused on gender, rural development and climate change, in which Sweden's has played a leadership position in these areas.”¹*
- *“The EU ...engages with Sweden on issues where Sweden has a clear leadership, such as peace, gender equality, civil society, protection of environmental defenders, and democracy.”²*

¹ 2024, Global Affairs Canada Interview.

² 2024, EU Delegation to the Republic of Colombia Interview.

- *“The role of the Swedish Ambassadors is very important. It is visible on the agenda at both the local and national level. They do not hesitate to talk about difficult issues in gender and human rights.”³*
- *“The [Swedish cooperation] strategy responded to the context of peace and reconciliation in Colombia, strengthening the Comprehensive System of Truth, Justice, Reparation and Non-Repetition (SIVJNR), which is key to consolidating peace and fulfilling the agreement between the Colombian government and the FARC. Its alignment with the national objectives and peace strategies of the Colombian government, allowed relevant inter-institutional synergies.”⁴*

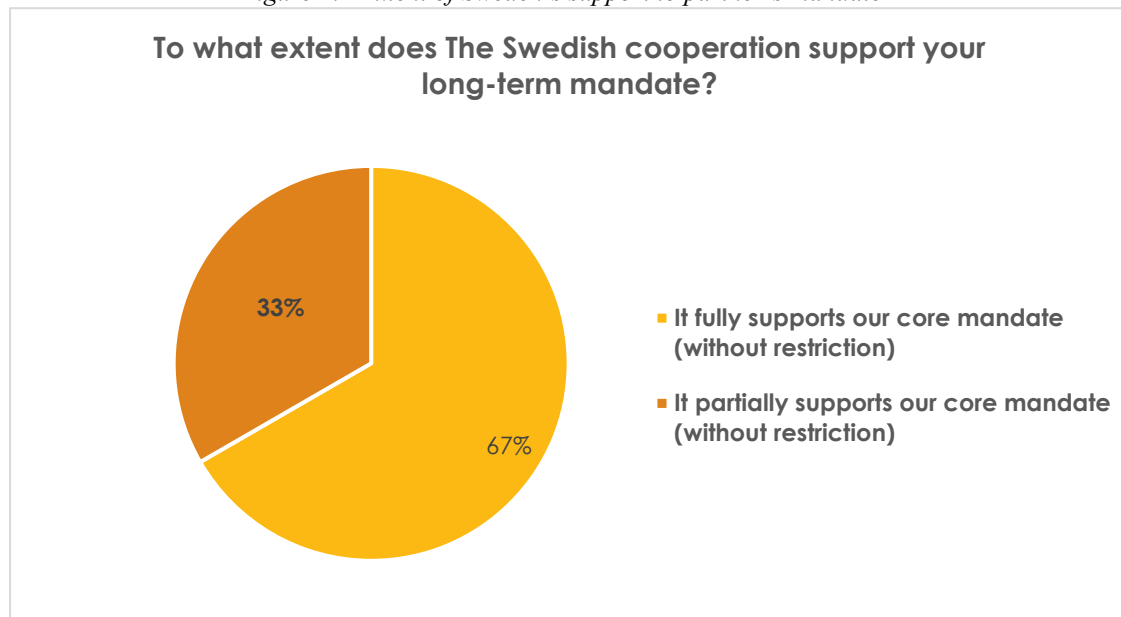
The cooperation strategy was coherent, across the more than 50 contributions and 30 partners, in its support of the central aim to contribute to a lasting peace. The project from We Effect, was an example of this comprehensive approach where the Swedish cooperation contributed to a number of the areas that were important and underpinned progress on peace, human rights and poverty reduction. Under this project ex-combatants and also the victims of conflict were supported as part of a wider Colombian effort to promote cooperatives that has evolved to bring together 10 federations, which in turn encompass 194 cooperatives - with over 250 ventures created through associative efforts. Another example is the support to the Food and Agriculture Organisation of the United Nations project entitled, *“Territorial Transformation, Resilience and Sustainability,”* where a comprehensive approach was adopted contributing to peace building through actions aimed at land restitution and improving agricultural productivity. These initiatives have empowered the communities and promoted the generation of income - especially among women and youth. In this way and across the strategy a single contribution was designed to support several of the seven strategic objectives of the cooperation strategy See Annex 6: Change Stories for these and other contributions.

The partners chosen had a clear mandate, institutional, and influencing capacities that were aligned to the goals of the Swedish strategy. Sweden selected strategic partners whose agendas and approaches were aligned with its priorities and objectives. In the survey conducted, most partners found the Swedish cooperation fully supported their mandate, as shown in Figure 2.1. This response reflects the strategic alignment between Sweden and its partners, which led to cooperative relationships based on mutual trust and shared objectives. The approach was in line with Sweden's goals and guidelines, which prioritized collaboration with organisations whose agendas aligned with their cooperation priorities and interests. Furthermore, this alignment facilitated more efficient project implementation, as both parties shared visions and values that enhance the expected impacts in the benefiting communities.

³ 2024, Global Affairs Canada Interview.

⁴ 2024, OIM Interview & Contribution IDs: 10773 & 16912

Figure 2.1 Extent of Sweden's support to partner's mandate



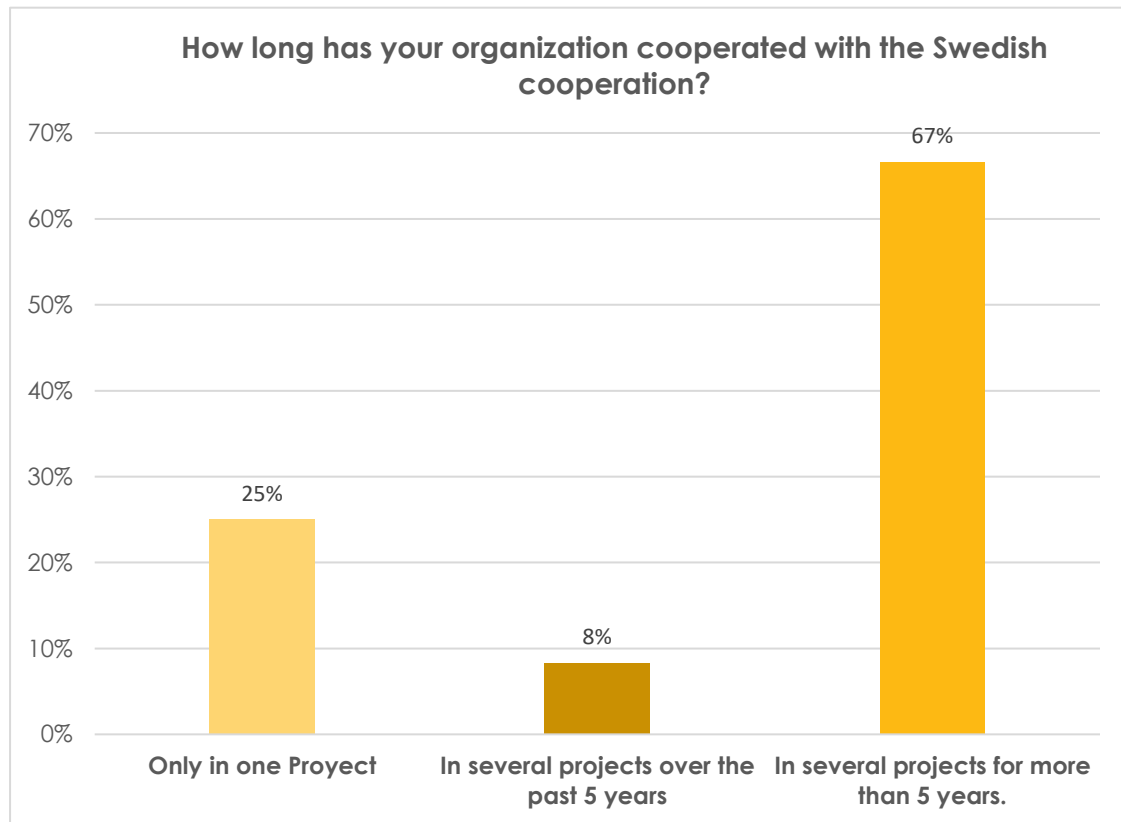
The cooperation strategy involved a balance of multilateral organisations and Swedish and Colombian CSO apex organisations that worked with the private sector and civil society. For example, the Swedish cooperation collaborated with CSOs, MAPP-OEA and UN agencies in strengthening human rights, access to justice, protecting social leaders, and advocating the feminist agenda. Through its collaboration with the IDB, the ANDI Foundation, FAO and We Effect the Swedish cooperation supported sustainable use of natural resources and economic development including the integration of ex-combatants into the private sector and socio-economic fabric of the local economies.

All partners had a solid track record with strong governance, managerial capabilities, and most partners had a long-term relationship with the Swedish cooperation (see figure 2.2). The majority of the partners under this phase of cooperation had, had a longer-term relationship with Sweden -with space for new partners. Sweden did not work with partners on a purely transactional basis but engaged in prolonged relationships which advanced Sweden's cooperative strategy. Sweden was prudent in its selection of partners and offered support to improve internal processes where needed and connect partners with others where this would strengthen the combined effect. In the words of one observer: *"Sweden conducts a comprehensive reading of all its partners, it works with ANDI, Emprender Paz, MiBanco... and always tried to connect them with each other, creating a network between the different projects. They promote joint missions through sharing methodologies, connecting the participants of one*

project with another. Sweden promotes bridges and healthy exchanges. “⁵ It is notable that there were no serious issues of non-performance among the partners.

Many of the partners chosen worked with smaller entities at the local level which enabled the Swedish cooperation to contribute through them and reach out to remote and conflict affected regions. For example, a programme managed by UNDP and supported by Sweden provided Low Value Grants (LVGs) to CSOs and local entities, promoting their institutional capacity and fostering their leadership in public policies and reconciliation actions.⁶

Figure 2.2 Partners time frame of cooperation with Swedish Cooperation.



The broad and complex area of cooperation led to a high number of partners. The areas of peace, human rights, democracy, rule of law and gender were complex and demanding. The approach of the strategy was to work comprehensively and support these areas through different partner types involving both multi-donor and single donor engagements. This led to a relatively high number of partners being supported on the same themes. Sweden, for example, was the only donor that supported all four peace funds. The advantage of having so many partners was that the strategy was able to

⁵ Food and Agriculture Organization of the United Nations Interview.

⁶ 2024, PNUD Contribution IDs: 10295 & 14093.

contribute to supporting diverse actors and approaches in a catalytic way using small funding. This diversity gave Sweden strong insights into these complex areas and strengthened its policy dialogue and added value. The choice to work through highly capable partners and rely on their outreach to the local areas served to minimize the proliferation of partner although it also meant that Sweden's visibility and engagement at the local level was sometimes at arms-length.

Sweden's policy and political agenda targeted messages that supported the goals of the Swedish strategy and its cooperation partners although the dialogue within environment and sustainable natural resources was less mature. Working closely with its partners, Sweden led dialogue with public authorities and enabled actors, through leveraging its credibility, to promote public issues and debate. Sweden combined and coordinated their policy and political dialogue which was highly influential and highly appreciated. A large list of positive adjectives was used by actors to describe Swedish policy dialogue and diplomacy within inclusive peace (area 1) and human rights, democracy, rule of law and gender (area 2). Its diplomacy is described as: reliable, informed, discreet, balanced, assertive, effective and inspiring. Typical views that are expressed include:

“Sweden's informed, discreet, balanced, assertive and effective diplomacy is not solely based on action but also a comprehensive approach. Its high-level dialogues are rich in discussions considering multiple perspectives. Furthering, the non-earmarked modality sustains practical judgement, relevance and pertinence of the supported strategy.”⁷

“Sweden understood and valued permanent communication between the Fund and the involved community councils. Therefore, accompanied visits to the territory, listened to the people, and to the ethnic authorities in times of crisis. Sweden's political support was essential at the starting phase, being an active part of the solution because of its respected role as a mediator and technical adviser.”⁸

“Swedish resources acted as catalyst, paving the way in Colombia, within the framework of the UN Women triple mandate, positioning in its agenda key issues at a national and local level. Sweden's cooperation is viewed as a foundational seed planted to become a robust portfolio. The seed planted by Sweden's cooperation allowed to leverage portfolios, open an office in Nariño and other territories, execute comprehensive local work, and dialogues between actors. Sweden's cooperation provides support to the entire operation not solely on a project basis.”⁹

⁷ 16 2024, MOE Interview / Contribution ID: 11603 & 14687.

⁸ 2024, Fondo Acción Interview.

⁹ 2024, UN Women Interview.

“Sweden’s political agenda fostered a peace and human development narrative articulated with its strategy goals, achieving public and civil visibility. Its contribution flows in the form of concrete results in the scope of human development reports and the special Jurisdiction for Peace (JEP), promoting access to justice and reconciliation.”¹⁰

Sweden’s cooperation established formal mechanisms to implement its political dialogue with the partners and with other national actors as evidenced, for example, by the communication system between the Embassy of Sweden and UN Women to speak at the national congress.¹¹ Sweden’s dialogue and active engagement with its partners combined with its flexible modalities to provide access to privileged information, further enabling valuable and open discussion. This access to information contributed among others to, i) identifying strategic partners, their needs and priorities, and ii) responding and adapting to the context requirements, both at the national and local level.

Sweden’s financial support enabled UN Women and We Effect to open territorial offices where multi-stakeholder articulations and dialogues occurred. Similarly, Sweden’s support in territorial actions to MAPP OEA and MOE, enhanced their influence at the territorial level.

Sweden engaged with key allies in the dialogue that took place at the national level, enabling greater impact on issues of transitional justice, human rights, peace building and gender. In these issues, Sweden joined forces with Norway, Ireland, the European Union, Switzerland and Spain. United they formed a stronger collective, to leverage further support which is unanimously recognized by their partners. With Norway for example the cooperation on policy dialogue has been highly catalytic as they are both likeminded partners and co-leaders on areas of women, peace and security. *“Norway is a guarantor of the peace agreement of 2016. Sweden is a gender observer and is present in the Colombian gender agenda and its implementation, particularly in transitional justice, sexual and reproductive violence.”¹²*

However, the same level of dialogue and engagement at national level was not evident for (area 3; environment, climate and sustainable use of natural resources), mainly because most of the contributions were at the local level with locally active partners and because the cooperation in this area is relatively new with lower priority due to budget constraints.

¹⁰ 2024, PNUD Interview and Contribution IDs: 10295 & 14093

¹¹ 2024, UN Women Interview.

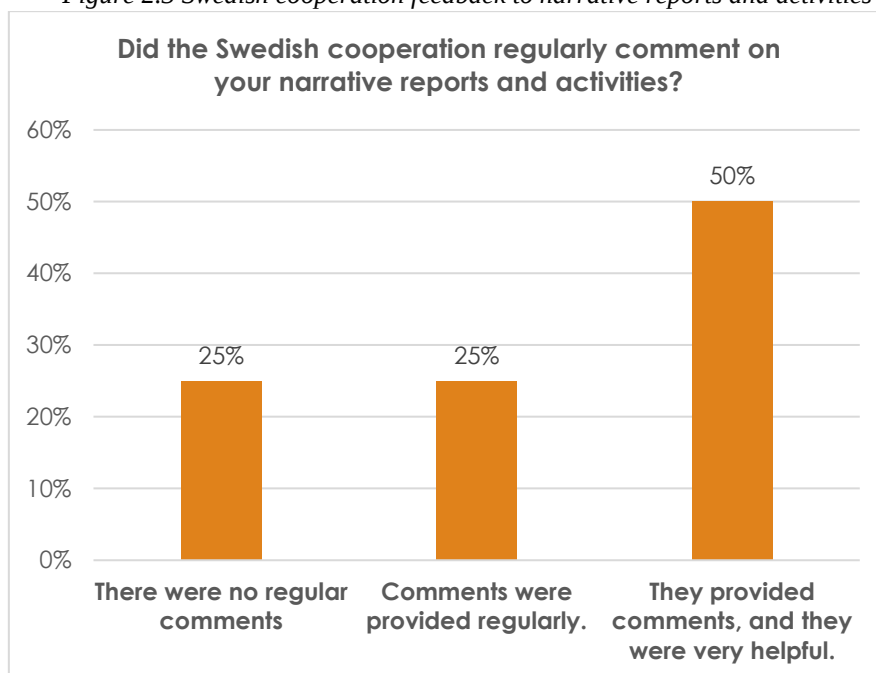
¹² 2024, Norwegian Embassy Interview.

2.2 RESULTS

Q2 Results - Is the strategy achieving its objectives?
Summary of findings: 1. The Swedish cooperation maintained a strategic overview of the results and progress towards advancing on its seven interlinked strategic objectives. 2. The outputs reported at the contribution level were largely satisfactory. C. The Swedish cooperation contributed to transformation within the area of peaceful and inclusive societies with outcomes on the peace building process, transitional justice and the state's institutional presence and capacity in conflict-affected areas. 3. Swedish cooperation consolidated outcomes on human rights, democracy, rule of law, gender equality - drawing on its long history of engagement. D. Results under environment, climate and sustainable use of natural resources although limited in scope have been promising especially when linked to the other thematic areas of Swedish cooperation. 4. There are reasons to believe that the outcomes achieved will be sustained particularly because of the strengthening of its partners' institutional capacities and the promotion of sustainable practices and the comprehensive Swedish approach.

The Swedish cooperation maintained a strategic overview of the results and progress towards advancing on its seven interlinked strategic objectives. By working with capable partners, the Swedish cooperation was able to focus on the strategic level and rely on partner reporting at the individual contribution level. The dual system of traffic lights regularly assessed the progress at the country level and the progress of Sweden's support to the country. This system was made good use of and served to guide the cooperation on the political economy realities and point to where the cooperation could make a difference and where it could not. This overview was combined with the use of other tools such as the use of theory of change in each of the main areas which isolated assumptions and drivers as well the more detailed reporting such as the conclusions on performance and the statement on reports all of which served to ground the analysis. Whilst maintaining a strategic overview the cooperation provided feedback for improvement of the narrative reports and activities which contributed to partner capacity building, strategic planning and visibility of results as confirmed through the partner survey (see figure 2.3).

Figure 2.3 Swedish cooperation feedback to narrative reports and activities



Overall, the periodic strategic reporting and the other more detailed reporting tools were searching and critical and the evaluation found that the findings and conclusions reached by them were accurate and well founded.

The outputs reported at the contribution level were largely satisfactory. The outputs at cooperation were verified in narrative and evaluations reports. As noted above the Swedish cooperation implemented a systematic follow-up at the technical and financial level. Overall, the outputs and results were satisfactory - on the basis of examining the self-reporting, the embassy comments, earlier evaluation reports and interviews with a variety of actors. No systematic issues on delivery were found. The strategy of supporting the core mandates and programmes of the partners combined with the multi-donor and multi-eyed nature of many of the contributions meant that there was a high degree of control.

Beyond the results and formal reports, the partners also implemented communication actions that made the achievements visible. This aspect is considered key to upscale impacts and share lessons learnt. Fondo Acción, for example, published the book "*Expedición la Minga*," a story aimed for children which tells the results obtained through the implementation of "*Fondo La Minga*."¹³ Similarly, FAO has documented the impact of its actions through videos and publications on its official website, highlighting the progress and achievements obtained in its projects.¹⁴ CINEP published

¹³ 2024, Fondo Accion Interview.

¹⁴ 2024, Food and Agriculture Organization Interview.

reports that became obligatory references for CSOs and the international community on issues such as political violence.

MOE reported the *“results obtained in the scope of the Swedish contributions showed a high degree of alignment with the stated objectives, especially in the areas of democratic strengthening and inclusion. Efforts and resources were used effectively and according to the Swedish strategic goals.”*¹⁵

Finally, according to FAO their *“reporting is based on our planning, and the results can be verified through established monitoring systems, external evaluations, institutional reports and audits.”*¹⁶

The Swedish cooperation contributed to transformation within the area of peaceful and inclusive societies with outcomes on the peace building process, transitional justice and the state's institutional presence and capacity in conflict-affected areas. In this area Sweden used its significant political capital built up over many years to play a key role in the articulation with many cooperation actors. The Swedish strategy put emphasis on the three areas where Sweden has a political commitment to, i) gender equality; ii) rights of victims of conflict and iii) search for missing persons through its role as a “companion country” in the peace framework which offered privileged entry points. Swedish contributions supported the Final Peace Agreement, namely and referring to the peace agreement: Point 1 “*access to land and PDET projects,*” Point 3.2 “*Economic and social reintegration,*” Point 3.4 “*Security guarantees,*” Point 5.1.2 “*Own sanctions,*” and finally Point 6.2 “*Ethnic Chapter.*” Sweden took part in different political dialogue spaces through thematic donors’ coordination subgroups and in the four Peace Trust Funds in the country. Overall, Sweden played a key role within the peace processes as a long-standing and constant ally with Colombia in peacebuilding and human rights while strengthening state institutions and civil society through cooperation and political dialogue.

A flagship partnership that illustrates the achievements possible through the comprehensive approach of working across the different strategic objectives was with UN Women on “*Strengthening the Gender Approach in Peacebuilding and Socioeconomic Transformation in Colombia.*” The transformational change that was achieved was within the framework of the Integral System for Truth, Justice, Reparation, and Non-Repitition. Institutional capacities were strengthened to address sexual violence in the context of the armed conflict - incorporating international standards and ensuring a survivor-centered perspective. This effort was complemented by the production and dissemination of the documentary “*Cuando las Aguas se Juntan,*” which not only highlighted the essential role of women in peacebuilding but

¹⁵ 2024, Misión de Observación Electora, Contribution ID: 11603 Contribution ID: 14687

¹⁶ 2024, Food and Agriculture Organization Interview & Diakonia Contribution IDs: 13538 &10778

also brought their voices to international platforms. Simultaneously, the strengthening of women's political leadership translated into concrete actions such as the “*Más Mujeres, Más Democracia*” program, which trained over 1,000 women to effectively participate in local and national elections, consolidating leadership networks in departments like Cauca, Nariño, and Chocó. This political progress was linked to significant economic transformations, as initiatives were developed that connected women-led productive projects with commercial opportunities, boosting their economic empowerment and expanding their participation in strategic sectors. Sweden's collaboration with UN Women was catalytic and relevant, focused on specific and prioritised territories including *El Chocó, Cauca and Nariño*. *Cauca* is the department with the highest number of murdered defenders and *El Chocó* experienced a humanitarian emergency. Sweden's strategy and added value included visits to the field and taking confidential diplomatic steps in favour of defenders in risk.

Other examples of evidence of outcomes from the Stories of Change have been documented in Annex 6 and summarised below:

	
Story of Change MAPP-OEA: <i>Building Sustainable Peace in Colombia: MAPP-OAS and Sweden Alliance.</i> Achieved Change: The mission has been renewed 9 times over more than 20 years (2004–2027), successfully mobilising strategic public policies at key moments in Colombia's peacebuilding process. The following milestones stand out: 1) Transitional justice was strengthened through capacity development of the JEP, 2) Key actors and subjects of collective reparations (JAC, ethnic groups, etc.) were empowered, 3) the policy for ethnic land restitution was reinforced. All this was done in response to the explicit needs and requests of the Colombian government for this advisory support, until they can independently provide these services. A total of 25 topics are addressed with a budget of USD 8 million annually, effectively covering strategic territories for peacebuilding.	Story of change OIM: <i>Strengthening peace consolidation of the integral system for justice and reconciliation in Colombia.</i> Achieved Change: A new institutional framework was established in Colombia, composed of the Special Jurisdiction for Peace (JEP), the Search Unit for Disappeared Persons (UBPD), the Commission for the Clarification of Truth, and the Monitoring Committee for the recommendations of the commission's report. Today, these institutions are consolidated and operate with strength and effectiveness. The support received accelerated their implementation, allowing for effective accompaniment in 6 of the 7 major cases of the JEP. Sweden has been key in the search for disappeared persons, providing unconditional support to the National Search Plan and its regional plans. Its backing has facilitated coordination between institutions, victims, civil society, former combatants, and other stakeholders, driving the common goal of finding the disappeared.

	
Story of Change FAO: Transformation of Agri-food system as a drive of Peace in Colombia: Achieved Change: Peacebuilding, sustainable development, and effective innovation in Nariño, Putumayo, Córdoba, and Bolívar through resilient and sustainable territorial transformation. The achieve change Rural families, previously isolated due to displacement, organized into associations, signed conservation agreements, and received training to manage their natural resources. This strengthened the social fabric and empowered community leaders to make strategic decisions, increasing resilience to extreme climate events. Additionally, they implemented practices such as forage storage to cope with heat, created jobs, and established direct buying and selling channels, ensuring the sustainability of the associations after the project's completion.	Story of change Fundacion Andi: Inclusive Linkages: Transforming Local Suppliers into Competitive Actors for Sustainable Development. Achieved Change: A strategic alliance was consolidated between cooperation actors and the private sector, led by ANDI, along with the Corporación Premio Emprender Paz and the Fundación Ideas para la Paz, strengthening inclusive linkages. Thanks to Sweden's support, the Foundation evolved significantly, increasing its management from 120 million COP to 2.5 billion COP, expanding to new regions such as Urabá, Turbo, Putumayo, and Guaviare. Additionally, it implemented innovative and sustainable methodologies, incorporating gender and climate change approaches. Despite not receiving support from Sweden in 2022-2023, the Foundation maintained its growth and quality, demonstrating independence and resilience.

Swedish cooperation consolidated outcomes on human rights, democracy, rule of law, gender equality - drawing on its long history of engagement. Swedish cooperation benefitted from a long history of strengthening democracy and promoting transparency in Colombia especially through the inclusion of women and other historically marginalized groups in politics, through support for key actors' initiatives. Swedish contributions positively impacted democracy and respect for the principles of the rule of law, including transparency, human rights, human rights' defenders respect, protection, and gender equality, including the access to and respect for sexual reproductive health and rights. This area also contributed to make sure that gender and human rights were mainstreamed in all contributions. The Swedish support

contributed to transformational processes of strengthening the conditions that promote: i) greater inclusion, participation and representation of population historically marginalized, in the scope of the local, national and the *Special Transitional Peace Constituencies*' elections; ii) the access to information, transparency and accountability of public institutions are instrumental in addressing the conditions that enable corruption; and iii) the access to the transitional justice system for victims of the armed conflict for reducing levels of impunity in the country.

In these areas, the Swedish cooperation worked closely with Swedish and Colombian civil society actors, playing a leadership role in dialogue with them at a national level. Through the *Civil Society Support Fund*, managed by seven Swedish CSOs, the protection of human rights defenders, leaders and communities has been strengthened. This Fund implemented 70 projects over two years, many with a gender focus, promoting the leadership of women in their territories and advancing the inclusion of their rights. Local CSOs have improved their capacity to influence public policies and defend their territories, resulting in greater visibility and recognition of their role in peacebuilding in affected areas such as *El Cauca, Chocó and Magdalena Medio*. The fund provides a fast, flexible support through small contributions. Local and small CSOs do not have access to funding and the fund fills this gap.

The work carried out by We Effect in cooperativism as a pillar of peace has enhanced the capacity of communities and ex-combatants to promote respect for human rights and social justice in regions affected by the armed conflict, promoting a social and solidarity economy. In this sense, not only the reintegration of ex-combatants has been facilitated, but also the integration of victims of the conflict and civil society in the reconciliation processes. Sweden's cooperation is considered highly relevant, as many donors, like the USA, do not support ex-combatants and exclude this group.

The Swedish cooperation contributed to the inclusion and empowerment of rural women and historically excluded populations. This area, according to the interviewed actors is the area in which Sweden is most recognized in Colombia for their strategy. This priority becomes clear in a crosscutting manner when interviewing actors about the three cooperation areas. The Swedish cooperation was able to include gender in a very effective way through the whole strategy.

Sweden and UN Women have been partners at a global level since the creation of the agency. For UN Women, the Swedish embassy in Colombia is a key partner and their collaboration is framed in a "non-end market" approach, highlighting a clear alliance with a shared purpose. Sweden's political strength and its comprehensive approach

have been its greatest contributions.¹⁷ UN Women has accompanied the peace agreements for 8 years and is now concentrating on areas with the greatest gender gap. The work in transitional justice stands out in this area. The catalytic nature of this relationship is not limited to specific experiences but rather establishes an ongoing dialogue that persists beyond the end of programs. Sweden is vocal and direct, insisting on the visibility of projects, which includes legislative follow-ups and other technical aspects. Their support, although not exclusive, constitutes a fundamental basis for the consolidation of UN Women's strategies and portfolios.¹⁸

According to Fondo Accion, *“in the scope of the action with the “piangueras women” of Bahía Málaga, were empowered to raise their voice, to be present in discussion scenarios with men in the community. It was an exercise that resulted in recognition, worth, leadership in the scope of intra-community processes.”*¹⁹ The Swedish cooperation supported Diakonia the women's agenda and has found a feminist partner through them as an organisation works with diverse women's organisations. *“The Diakonia program raises the voice of women in peace building and advocacy e.g. “Macrocase 011” as space for advocacy in access to justice for women, and “Resolution 1325” action plan to materialize this resolution.”*²⁰

Swedish cooperation in this area has not worked as closely as other donors with academia as can be clearly seen from the portfolio analysis presented in the inception report. There is an opportunity moving forward to increase the involvement of universities and others to deepen the understanding of what works and what doesn't and to improve the information environment for decision making.

The stories of change presented in Annex 6 provide detailed evidence across several partners. Below a summary is presented of the changes achieved working with MOE, NIMD, DIAKONIA and Swedish civil society organisations:

¹⁷ 2024, UN Women Interview.

¹⁸ 2024, UN Women Interview.

¹⁹ 2024, Fondo Accion Interview.

²⁰ 2024, Diakonia Interview.



Story of Change MOE: *Strengthening Democracy for Economic and Social Stability in Colombia.*

Achieved change: Colombia now has a permanent Electoral Observation Mission (MOE) with independence, technical and methodological strength, supported by internationally recognized reports. The MOE is present in much of the national territory through 34 NGOs, social pastoral organisations, and partner universities. This is demonstrated by its 18 years of continuous presence.



Story of change NIMD: *Impact on the Youth Public Policy of Florencia (Caquetá) by CMJ youth, youth platforms, and young people in general.*

Achieved change: The youth participation subsystem in Tolima, Cauca, and Caquetá was verifiably impacted. The impact was not only individual but also extended to the Municipal Youth Councils and youth participation platforms. The project created conditions to advance greater inclusion of youth and women. Unorganized youth, youth councillors, and youth platform members worked together in Florencia (Caquetá) and achieved concrete contributions that are now part of the Youth Public Policy of the city.



Story of Change Diakonia: *Strengthening the Enabling Framework for the Defense of Human Rights.*

Achieved change: CINEP has consolidated robust databases, managed by trained technical staff within the framework of the national database system. This has, in turn, enabled the training of professionals to manage information systems at the local and departmental levels. Furthermore, CINEP has successfully positioned key publications that have become essential references for civil society organisations (CSOs) and the international community on issues such as political violence, human rights defence, diversity, and gender. The sustainability of



Story of Change SVEO: *Colombian Civil Society Support Fund: Participatory Knowledge for Peacebuilding and the Transformative Role of CSOs.*

Achieved change: A comprehensive approach was consolidated linking peacebuilding, human rights and humanitarian action under the framework of International Humanitarian Law (IHL), facilitating peace negotiations. The strategy included strengthening the protection of human rights defenders, leaders and communities through risk reports, protection plans and political advocacy. In addition, women's leadership in territorial agendas was promoted and progress was made in the inclusion of their rights. Local organisations strengthened their capacity to influence public policies and defend territories, resulting

this effort is reflected in the creation of secure and robust databases, with digital and virtual access that ensures the continuity of the service and access to information.

in greater visibility and recognition of their role in peacebuilding in affected areas such as Cauca, Chocó and Magdalena Medio.

Results under environment, climate and sustainable use of natural resources although limited in scope have been promising especially when linked to the other thematic areas of Swedish cooperation. Contributions have aimed at triggering local communities, institutions, and the private sector to fulfil their roles as right holders and duty bearers, strengthening their capacities and collaborating to promote sustainable environmental development, climate change mitigation, and adaptation. This area contributed to establish improved, resilient and innovative agrifood and in general promote sustainable production management and commercialisation systems that made the market work for the poor. The contributions supported mechanisms for the sustainable use of natural resources and ecosystems. This area of work is considered key by most interviewed actors to guarantee a sustainable economic development based on alternative and innovative nature-based solutions, that contributes to a sustainable peace in the country.

The main assumptions that underpin transformation for this area were confirmed partially with the current government showing more committed to: i) the implementation of the peace agreements, particularly the *Comprehensive Rural Reform* to promote climate-resilient alternatives and sustainable use of natural resources; ii) national and international environmental commitments on deforestation, the protection and sustainable use of biodiversity, and the promotion of green and resilient economic growth. Furthermore, the consulted actors confirmed also the special interest and commitment from the private sector and academia in continuing innovative efforts in peacebuilding in the scope of green value chains, peace products, and/or environmentally sustainable investments in territories affected by conflict.

Under this area we present as examples of evidence a few stories of change, namely those referring to the contributions to “Fondo Acción.” (See Annex 6)



Story of Change Fondo Acción (Fondo La Minga): *An investment to Ensure the sustainability of the Colombia Pacific.*

Achieved change: Women have consolidated themselves as guardians of the mangrove, successfully implementing self-regulation measures and leading the conservation of this vital ecosystem. The collection of *piangua* has ceased to be merely a subsistence activity and has transformed into a symbol of pride and empowerment. Now, women have raised their voices in community decision-making spaces, strengthening their role in the community and leading a dignified and sustainable practice that promotes mangrove conservation.

The Swedish cooperation also applied a focus on creating sustainable livelihoods within inclusive value and supply chains under its “*Swedish comprehensive approach*” and other areas of work. There is evidence for an inclusive value and supply chain approach in the scope of contributions to IDB, FAO, Fundación ANDI, and UNDP. These actions enhanced the active participation of the private sector establishing solid foundations for economic and social sustainability. A strategic alliance has been consolidated between cooperation actors and the private sector, led by ANDI, together with the *Corporación Premio Emprender Paz* and the *Fundación Ideas para la Paz*. This alliance strengthened inclusive production and supply chains in agricultural and environmental sectors. Thanks to the Swedish support Fundación ANDI increased its management capacity from 120 million COP to 2.5 billion COP and expanded its actions to strategic regions such as Urabá, Turbo, Putumayo, and Guaviare. Innovative and sustainable methodologies were implemented under a gender and climate change approach.

The IDB Colombia Sustainable Fund, financed 17 projects until 2023, helping small farmers in sustainable production practices and strengthening productive value chains in more than 194,000 hectares. There is clear evidence that the projects have transformed rural territories, combining socioeconomic development and environmental sustainability. This includes increases in family income and improvements in the management of natural resources. The alliances with the private sector led to improving productivity and marketing of products. In 2023, the Fund also strengthened 22 low-carbon production chains, improving the competitiveness of small producers, and promoting environmental conservation.²¹

The Fundación ANDI Foundation developed a methodology to strengthen productive associations and involve anchor companies in the scope of sustainable and socially impactful productive chains. Over forty anchor companies (Nutresa, McCain and others) were involved in competitive value chains. Swedish cooperation supported Fundación ANDI since 2015 within the execution of economic inclusion projects in Colombia. The strategy has been nourished by the lessons learned, such as the

²¹ 2024, Inter-American Development Bank (BID) Contribution ID: 55190039

relevance of public-private alliances and the need to include vulnerable populations in productive chains of Urabá Antioquia, Turbo, Putumayo, Guaviare.²²

In 2023, the MPTF of UNDP reported progress in the Mesetas-Urbe and Northern Cauca corridors, strengthening community capacities in nature and peace tourism. Transformative results have been documented in the selected regions, such as the creation of local tourism councils and the implementation of the PLASTIPAZ initiative, which have generated new economic opportunities and fostered reconciliation. These achievements are impacting the quality of life and social cohesion of the communities.²³

“With the “piangueras women” in Bahía Málaga, the pianguera activity was considered a worthy and traditional activity, the sustainable use of resources in highly relevant ecosystems was improved and acknowledged, agreements were reached to conserve the mangrove, and the commercialisation of the product with companies in the country was achieved.”²⁴

The FAO along with Swedish contributions supported financially and technically, actors within the dairy value chain and implemented sustainable practices. There was clear evidence of transformative results particularly, the impact on improving the living conditions of rural communities affected by conflict, strengthening productive partnerships and promoting peace through economic initiatives in the scope of agricultural value chains, increasing productivity and formalisation in rural areas.²⁵

In the scope of the project Rural Comprehensive Development for a sustainable peace supported by Sweden, *“a booklet was published, aiming at strengthening cooperative women, promoting their leadership and participation within their organisations, with criteria of parity and equality. Women's training school in cooperativism, in 7 departments: Arauca, Guaviare, Meta, Huila, Caquetá, Cauca.”²⁶* The Swedish catalytic effect is reflected in the holistic aspect and its contribution to the CSOs work. *“We effect knows how to catalyse collaboration between CSOs and the private sector. A Swedish partner came in March 2024, visited and offered workshops on its own history of more than 100 years in Sweden. This inspired coffee growers to initiate actions. Today they are about to export coffee from Huila to Sweden. It will not take 100 years to achieve great changes or successes, in 7 years Colombian cooperatives*

²² 2024, Fundación Andi Contribution ID: 55190013

²³ 2024, PNUD Contribution ID: 10295 & 14093

²⁴ 2024, Fondo Acción Interview.

²⁵ 2024, FAO Contribution ID: 13525 15362 Y 16063

²⁶ 2024, WE EFFECT interview/ “Story of change”/ Publication “Mujeres que suman,” 09/2023.

have already gotten these successes. There are many stories around other chains such as cocoa, sustainable livestock and beekeeping.”²⁷

There are reasons to believe that the outcomes achieved will be sustained particularly because of the strengthening of its partners’ institutional capacities and the promotion of sustainable practices and the comprehensive Swedish approach. Partners’ institutional capacities have enhanced the achievement of sustainable results in all cooperation areas. Swedish contributions were key, not just to place priority issues on the national and territorial agenda in all three areas of its cooperation strategy, but also to create and further develop local capacities, improving the perspectives for upscaling of lasting results and impacts. Sweden’s long-term cooperation has provided structured financial support for OHCHR’s capacity to work in conflict areas in Colombia. OHCHR’s efforts also included capacity building actions within Colombian institutions. Sweden and OHCHR collaboration within the peace processes and support for human rights fostered a more robust institutional framework, creating a foundation that favours the continuity of these achievements in the future.

Swedish cooperation promoted sustainable practices in agricultural and natural resource management in territories affected by the conflict in Colombia under its comprehensive Swedish approach. In the scope of Swedish contributions to IDB, Fondo Acción, and FAO, Sweden promoted sustainable practices that not only contributed to food security but also supported peacebuilding in vulnerable communities with inclusive and rights-based approaches. Capacity for self-management and community leadership in ecosystem conservation was built, promoting biodiversity sustainability for future generations. FAO aimed to strengthen the capacity of communities to manage their territories in a sustainable manner, thus generating economic and social stability.

The chosen partners, such as CINEP, MOVICE and Colombia Diversa, had a clear mandate and adequate capacity to advance towards common objectives with the Swedish strategy. In addition, they received the necessary support to meet these objectives including, training and institutional strengthening. This contribution was key to face the challenges, such as increasing violence against social leaders and the impacts of the pandemic. The partners demonstrated creativity and resilience to adapt and continue their work.²⁸

The Swedish contribution to Fondo Acción resulted in improvements for ecological restoration, and livelihoods in Afro-Colombian communities. The funded actions contributed to the empowerment of local communities, their ability to manage resources and adapt to climate change. Prior to project implementation, capacity

²⁷ 2024, WE EFFECT interview and ”Story of change.”

²⁸ 2024, Diakonia & Contribution IDs: 13538 & 1077.

assessments were conducted, to measure the organisational strengths and administrative capacity of partners. These assessments were conducted at the beginning, during, and at the end of the projects.²⁹

2.3 COOPERATION APPROACH

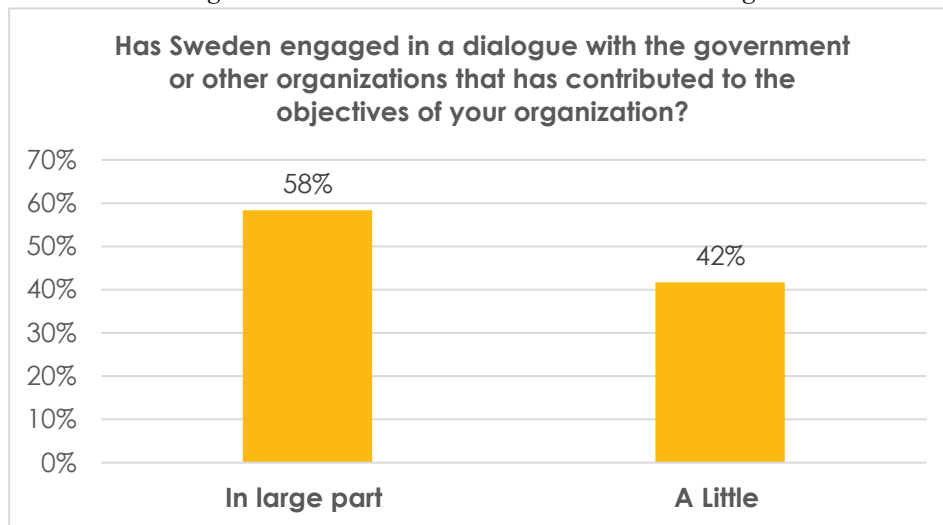
Q3 Cooperation approach – Was the strategy well managed and implemented?
Summary of findings: 1. Sweden participated actively in donor coordination mechanisms and took a lead in policy and political dialogue 2. The Swedish cooperation supported partners across a range of their needs. 3. The professionalism and flexibility of Swedish cooperation was highly valued as was the use of the non-earmarked modality 4. The management, procurement and financial control systems of key partners were assessed at entry and during operations to ensure efficient use of resources raising standards of transparency and good governance.

Sweden participated actively in donor coordination mechanisms and took a lead in policy and political dialogue. In the sectors of intervention Sweden's contributions stand out in areas of transitional justice, human rights, support for environmental rights defenders, and gender. Sweden actively participated in dialogue spaces and regularly organized them at a high level, specifically at the Ambassador's residence. This enabled roundtable discussions and provided insights from various perspectives. Partners greatly valued such high-level dialogue, with the ambassador and embassy staff, on discussions with the political section, technical advisory meetings with program officers, and even those with the financial controller.

As shown in the results from the survey in figure 2.4, most partners (58%) believe that Sweden has made a significant contribution to their objectives through its dialogue with the government or other organisations. Through its active participation in coordination mechanisms and the successful integration of political dialogue, Sweden has proven to be a strategic partner, significantly influencing peacebuilding and development efforts in Colombia.

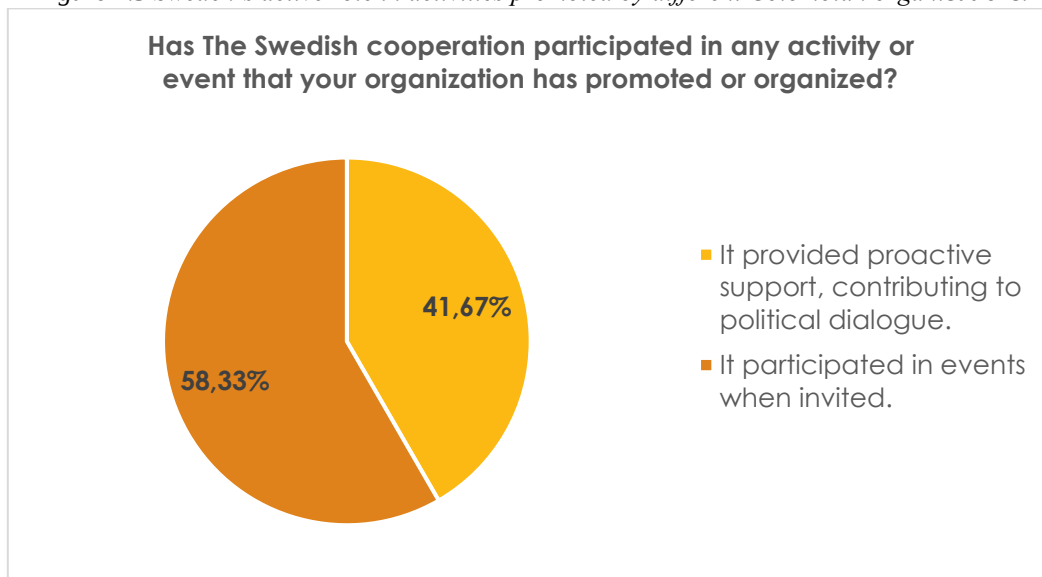
²⁹ Fondo Acción Contribution IDs: 10814 & 16464.

Figure 2.4: Sweden's Involvement in Political Dialogue



Sweden's active participation and long-term presence established it as a serious and comprehensive partner. According to the responses for one of the survey questions, as seen below in figure 2.5, from the partners surveyed close to 60% confirmed that Sweden has played an active role in activities and events organized or promoted by different organisations in Colombia.

Figure 2.5 Sweden's active role in activities promoted by different Colombian organisations.

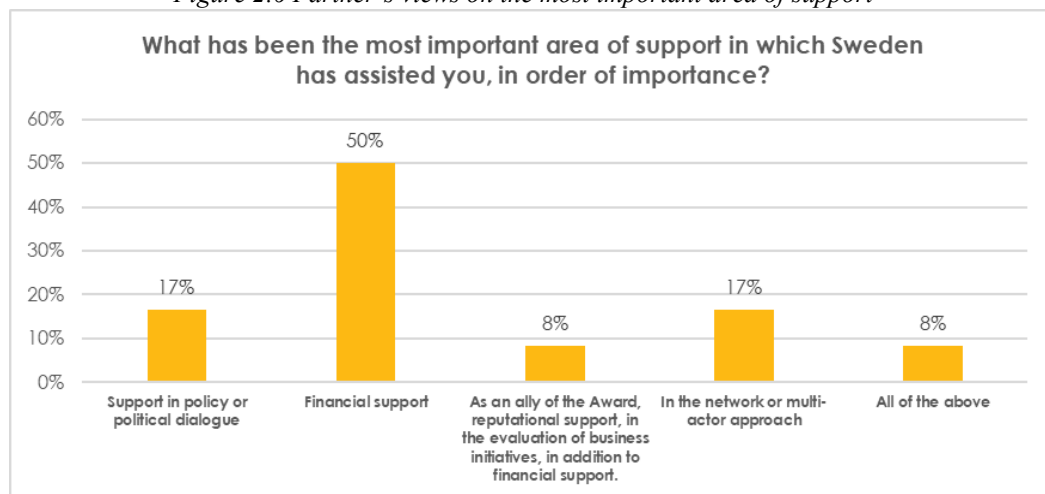


The Swedish Embassy is considered well-organized, efficient, clear, and maintained a team-oriented approach according to its partners. According to UN Women *“Sweden’s cooperation modality is comprehensive and complemented by a rich multi-actor dialogue. Sweden is the only one donor who dialogues with the Congress to advocate*

for the political participation and women's leadership in Colombia. Sweden maintains public conversations on peace agenda at its core."³⁰

The Swedish cooperation supported partners across a range of their needs. As shown in figure 2.6, partners found that the Swedish support went beyond financial support with half of the partners putting non-financial support as the most important contribution from the Swedish cooperation. Whilst financial support remains the main pillar of the Swedish cooperation, the value of the strategy goes far beyond funding. Sweden's ability to influence political dialogue and operate within a multi-actor network approach is especially valued. These areas of support complement each other to effectively address the challenges and opportunities giving results in the context of peace, justice, and sustainable development.

Figure 2.6 Partner's views on the most important area of support



The professionalism and flexibility of Swedish cooperation was highly valued as was the use of the non-earmarked modality . Swedish cooperation management was characterized by its multi-annual approach and alignment with the strategic plans of the organisations it supported, as well as its transparency, openness, simplicity, and clear rules. A risk management process was carried out, leading to partner improvements in administrative, procedural, human resources, policy, and transparency standards, all of which contribute to the institutional strengthening of its partners.

The 'non-earmarked contribution' was the most attractive modality for the partners interviewed. This approach created a space and opportunity for change by prioritising results and avoiding administrative and financial strain on the partner, while also

³⁰ 2024, UN Women Interview.

raising standards of transparency and good governance. This modality contributed to strengthening political and technical mandates. The flexibility of this modality allows for adaptation to changing contexts, which is a significant advantage in Colombia. It also enabled prioritisation of strategic and technical aspects over adherence to external administrative requirements.

Interviews revealed a high degree of satisfaction by the partners with the Swedish cooperation:

“The relationship with the Embassy is smooth; the Embassy is well-organized, efficient, clear, and has a team-oriented focus. Sweden is very active from the selection of proposals onward and has a rigorous monitoring framework. At the start, they meet with partners and allies to define and explain work guidelines.”³¹

“There is active cooperation among different partners and commitments for effective policy advocacy including multilateralism, combined with bilateral strategies, is a key approach. They seek to have flexible resources with operators...Their financial contributions are long-term.”³²

“Sweden is involved from the outset, understanding and supporting project formulation, mobilising additional support, and conducting close monitoring through site visits. This approach makes a difference, as not all partners operate in this way. They go beyond a typical auditor role, unlike other donors. Sweden is highly flexible and understands when a project faces unexpected challenges, in contrast to other donors who tend to be more rigid. This contextual understanding at the territorial level allows for adaptation, leading to better outcomes through a more appropriate response. Additionally, Sweden's approach is not one-dimensional; it is comprehensive, addressing peace, gender, and environmental issues holistically and territorially. This enables the incorporation of key elements such as food autonomy, income generation, access to credit, and community support.”³³

The management, procurement and financial control systems of key partners were assessed at entry and during operations to ensure efficient use of resources, raising standards of transparency, and good governance. Sweden's financial, and administrative management is a virtue that partners see in Sweden. A key to the use of flexible modalities was a prudent and detailed due diligence of partners and especially their administrative and financial management systems. Risk management was carried out, leading to improving administration, procedures, human resources, policy and transparency standards that contribute to the institutional strengthening of

³¹ 2024, International Organization for Migration Interview.

³² 2024, United Nations Development Programme Interview.

³³ 2024, Food and Agricultural Organization of the United Nations Interview.

organisations. Swedish cooperation is characterized by its multi-year nature and alignment with the strategic plans of the organisations it supports, through its transparency, openness, simplicity and clear rules.

“Three monitoring reports are produced each year by the office, along with one cumulative annual report. They adhere to the office’s formats and accept them. Follow-up meetings are held, as well as coordination meetings with partners to align actions and inquire about specific situations.”³⁴

“The embassy carries out control and monitoring according to the contract. The controller reviews in detail what is delivered, as they often request clarifications. The system is considered efficient; however, the only difficulty is perceived when there is a change in staff at the embassy, as emails are sent to people who are no longer there.”³⁵

According to Diakonia, Sweden procurement of operations have and *“efficient use of resources and contribution is evident through the tools shared, and flexibility shown to facilitate accounting management with software, audits, and financial and technical monitoring that Diakonia needed. Instruments and formats were created to make processes easier and more flexible.”³⁶*

Sweden's management has led to improved organisational standards within the organisations, making them more effective in achieving their mission goals.

2.4 FACTORS THAT SUPPORTED OR HINDERED THE COOPERATION

The main factors that supported the achievement of the Swedish cooperation objectives include:

- **Choice and mix of partners** – partners were chosen across international organisations such as the multilateral development banks and the UN as well as CSO apex bodies and organisations that represent the private sector. Both multi-donor and single donor programmes were supported. Together, this led to a cooperation that was well rounded and comprehensive where the cooperation was informed from different viewpoints.
- **Internal coordination between political and policy action** - Sweden’s cooperation works closely with the political section of the Embassy leading to an effective coordination with the political and policy messaging support each other.

³⁴ 2024, United Nations High Commissioner for Human Rights Interview.

³⁵ 2024, Diakonia Interview.

³⁶ 2024, Diakonia Interview.

The good coordination between technical adviser, controller and political section provided a valuable and effective support to the implementation partners that served to improve their institutional performance.

- **Balance of dialogue and funding** - The dialogue is considered a key contribution, sometimes generating more effects and results than the funding itself. Partners felt recognized by Sweden in their mandates and considered Sweden's contribution modalities and combination as a reference compared to other donors.
- **Recognition by other donors and multilateral agencies**- Sweden is considered a leading part of a strong team of “good donorship” and “like minders” in the Colombian cooperation scene, with Norway, Switzerland, Ireland, Spain and the EU. This in turn gives Sweden recognition in the eyes of the national and the international community and enhances its influence.
- **Comprehensive approach** - Sweden's comprehensive approach generated a valuable multistakeholder network that promotes feedback and rich exchanges between actors. It combined national and local actions within the three areas of work, with multi-sectoral dialogue, promoting sustainability through the strengthening of key actors and ensuring that different contributions supported each other.
- **Continuity and long-term support** - Sweden's long-term support to peace, positioned its cooperation in a special and formal role accessing privileged information that contributes to the fact that its cooperation responds to the high-level political needs in Colombia. Sweden's long-term partnerships and multi-year support led to high-impact advocacy.
- **Match between needs and Sweden's added value** - Sweden's cooperation made a match between the country needs and its own added values. Sweden contributed from its experience, e.g. in cooperative economics, which is key to peacebuilding. For instance, Sweden responded to Colombian request from the peace agreement on solidary economy with its experience in cooperative economy (22% of Swedish GDP), which allowed it to effectively influence the territories which is key for the Colombian peacebuilding process.
- **Linkage between national and local levels** – Sweden worked through high-capacity actors that then engaged smaller actors at the local level. Sweden's support enabled the setup of partners' local offices especially in territories where there was not much cooperation (e.g. Montes de María).
- **Strong support to civil society** - The combination of political, financial and technical support from Sweden to Swedish and Colombian CSOs, together with the promotion of spaces for public recognition, not only empowered them, but also raised the visibility and social value of their work, thus contributing to a safer environment for human rights defenders and private investment in Colombia. Swedish investment in civil society also contributed to the access to information, transparency and accountability of public institutions that are instrumental in addressing the conditions that enable corruption.
- **Strategic alliances with private sector actors** - The consolidation of strategic alliances between cooperation actors and the private sector was key to longer term sustainability. The adoption of innovative methodologies that integrate

sustainability, gender and climate change, together with the resilience and adaptive capacity of organisations are essential to maintain the growth and quality of projects, even without external support. This approach ensured that communities continued to benefit from interventions in the long term, promoting their well-being and sustainable development.

- **Flexible cooperation approach** - Sweden's flexible approach, particularly through its non-earmarked contribution model, enabled it be adaptable to changing contexts, ensuring the sustainability of its interventions. Furthermore, ongoing organisational, administrative, and financial management, coupled with constructive advisory, has led to continuous improvement under high international standards.

There were relatively few factors that hindered the attainment of the Swedish development cooperation strategy and to some extent they were externally driven:

- **Spreading few resources over many partners and initiatives** - Swedish cooperation is relevant, efficient and effective, but spreading the financial resources over many initiatives risks lower impact.
- **Insufficient resources and priority to area 3** – Area 3 got less investment in funds and dialogue mechanisms than areas 1 and 2. To boost area 3, Sweden's cooperation is called to apply a similar strategy benefitting from valuable lessons learnt in already successfully areas 1 and 2.
- **Difficulty to engage with private sector and local actors** – According to interviewed actors, the dialogue with actors at national level for area 3 has been more difficult than for areas 1 and 2. Sweden's cooperation is called to join forces to improve national and local dialogue in area 3 to be more effective. The Presidential Agency for Cooperation provides coordination mechanisms at local level which have not been yet sufficiently used. Area 3 requires a huge joint effort to create in Colombia a critical mass and innovative financing mechanisms that respond to international and national frameworks for the sustainable use of natural resources.
- **Change in government priorities at the national level** – There were changes in national governmental priorities during the implementation of the Swedish cooperation strategy. Even when the national priorities correspond to the Swedish cooperation objectives as it is with the ongoing political agenda, the institutional frameworks are not always efficient, an example is the “Total Peace” initiative from the government. According to interviewed actors, it is important to maintain the efforts on the original 2016 peace agreement.
- **Huge capacity and institutional gaps between Colombian regions** – The Colombian regions, which are in most need of resources and with the highest conflict levels, lack capacity to leverage funds using national mechanisms like the royalty's system. Corruption and security conditions blocked many international and national donors and actors (including private sector) from proceeding with investments in those regions. The needs far outweigh the resources available.

- **Lack of national and regional mechanisms that facilitate funding of bioeconomy initiatives** - Existing private sector and the academia interest in continuing innovative efforts in peacebuilding and development of green value chains is hindered by the absence of means to channel funding. The Fund “Sustainable Colombia” is one of this funds that may be used to correspond to this global trend. Sweden’s cooperation is called to innovate together with other international actors to foster such mechanisms in Colombia.

2.5 SYNERGIES WITH OTHER SWEDISH SUPPORT

During the evaluated period, in addition to the bilateral aid, Colombian actors were supported through nine Swedish thematic, global and regional strategies, and by the work of the FBA. Based on the embassy’s most recent strategy report³⁷ to the MFA, and data available at openaid.se, the main opportunities for synergies between the bilateral contributions and other Swedish strategies lie under the following strategies:

- Strategy for Sweden’s regional development cooperation with Latin America 2021–2025,
- Strategy for Sweden’s humanitarian aid provided through the Swedish International Development Cooperation Agency (Sida) 2021–2025,
- Strategy for Sustainable Peace 2017-2022³⁸
- Strategy for Capacity Development, Partnerships and Practices Supporting the 2030 Agenda for Sustainable Development
- Strategy for support via Swedish civil society organisations 2018-2022/Strategy for Sweden's development cooperation with civil society 2024³⁹, and,
- Strategy for Sweden’s global development cooperation in the areas of environmental sustainability, sustainable climate and oceans, and sustainable use of natural resources 2018–2022

The regional strategy for Latin America shares two thematic areas with the Colombia strategy: human rights, democracy, the rule of law and gender equality, and, environment, climate and sustainable use of natural resources. In both areas there are possibilities to encourage partners to share their strategies and lessons learned. For

³⁷ Strategirapport för Sveriges utvecklingssamarbete med Colombia 2021-2025, Lägesuppdatering av strategigenomförandet per den 15 mars 2024, samt resultat sedan den senaste strategirapporteringen, Sida.

³⁸ As well as the Strategy for peace, security and stabilisation 2024–2028.

³⁹ The other five global thematic strategies relate to human rights, democracy and the rule of law, gender equality and women’s rights; environment, climate change and biodiversity; and, sustainable economic development.

example, in the first area, both strategies support OHCHR⁴⁰, but at different levels. The regional support to OAS⁴¹ and the Interamerican Court of Human Rights⁴² should be relevant to several of the bilateral strategy's partners focusing on human rights. Furthermore, the regional cooperation with Fòs Feminista⁴³ would be relevant to all partners promoting a transformative gender perspective, and also since it includes actions in Colombia.

The bilateral team contributes to the implementation of the humanitarian strategy⁴⁴ through the monitoring the humanitarian context in Colombia. The main partners of the humanitarian strategy based on the size of funding for the full strategy period are NRC (MSEK 80) ICRC (MSEK 78), UNHCR (MSEK 42), Oxfam GB (MSEK 24), UNICEF (MSEK 17), Church of Sweden (MSEK 15) and Save the Children Sweden (MSK 13). The two Swedish CSOs also have development cooperation through the *Strategy for Sweden's development cooperation with civil society 2024* (and previous CSO strategy). Apart from sharing contextual analysis, discussions with these actors on nexus approach between the humanitarian and development cooperation interventions would be relevant. It is also probable that some of these partners to the humanitarian strategy collaborate with Colombian CSOs that in turn are part of civil society strengthening initiatives under the bilateral strategy.

Several Swedish CSOs support the Colombian civil society through the CSO strategy demonstrating that the long-term interest in peaceful and democratic development in Colombia remains high among Swedish civil society actors. Apart from the Church of Sweden and Save the Children Sweden, Plan International Sweden, ForumCiv, We Effect, RFSU, Diakonia, The Swedish Mission Council, and Union to Union have ongoing partnerships with Colombian CSOs under the current *Strategy for Sweden's development cooperation with civil society 2024*.

The embassy strategy report mentions that the embassy coordinates with individuals who are part of both the UNV and the JPO programme (Strategy for Capacity Development. etc.) and shares information with the Sustainable Peace Initiative. Youth, Peace and Security Agenda (UN Security Council Resolution 2250) (Strategy for Sustainable Peace).

⁴⁰ The contribution in the regional strategy is 15637 - OHCHR promoting human rights in Latin America 2023-2025.

⁴¹ 15643 - Interamerican special rapporteur for freedom of expression, 2023 – 2025.

⁴² 15678 - Institutional strengthening Interamerican court of human rights

⁴³ 15417 - Fòs Feminista 2022-2025.

⁴⁴ During 2023 the aid allocated to Colombia under the humanitarian strategy was MSEK 83.5. The volume benefitting Colombia for the full strategy period is around MSEK 300 based on the search on openaid.se.

Under the Strategy for Sweden's global development cooperation in the areas of environmental sustainability, sustainable climate and oceans, and sustainable use of natural resources 2018–2022, the support to environmental economics research, capacity building and policy development led by the Environment for Development EfD 2021-2027 includes Colombia. Here exists another possibility to seek synergies between the bilateral and global Sida support to the environment, climate change and natural resource area.

3 Conclusions and Recommendations

3.1 CONCLUSIONS

Conclusion 1 The strategic plan for Swedish development cooperation in Colombia was well adapted to the complex national context and closely aligned to the country's priorities in areas where Sweden could make a difference. The central focus of the cooperation was to support the implementation of the peace agreement. This built on the earlier cooperation phases, which gave continuity and momentum to the cooperation, as well as ensuring a high level of insight. The strategy reflected the special role assigned to Sweden as a companion country to monitor the peace agreement implementation within gender equality, the rights of victims of conflict, and the search for missing persons. Although guided by the central focus on the peace agreement, the approach was comprehensive with three main areas that supported each other: peaceful and inclusive societies; human rights, democracy, rule of law, gender equality; and environment, climate and sustainable use of natural resources. These areas and the seven underlining strategic objectives are linked and jointly support the core thrust of the cooperation which was to contribute to Colombian initiatives aimed at creating a lasting, sustainable and inclusive peace – recognising that this is, in turn, a key to improving the lives and protecting the rights of poor and marginalised populations groups. Acknowledging the limits of the available resources, the strategy sought niches where Sweden had a comparative advantage and where its financial support could be catalytic, leverage Sweden's political capital and convening power and benefit from well-coordinated political and policy dialogue. With budget cuts and limited resources at the Embassy a pragmatic decision was taken to consolidate gains within peace, gender and human rights and therefore start only slowly with the new area of environment and natural resources.

Conclusion 2 The overall strategy of partner cooperation and the choice of well-established partners enabled the cooperation to mobilise Sweden's political capital and its strengths in political and policy dialogue. The Swedish cooperation was characterised by working through multi-lateral organisations and CSOs apex bodies which together account for nearly 90% of the funding. The strategy was to avoid isolated, or Embassy led initiatives and instead work closely with a spectrum of committed and reliable partners in close coordination with other donors. This low-risk approach ensured that limited funding was made good use of. The choice of partners was strategic in that they provided dialogue platforms that supported the objectives of the Swedish cooperation but also benefitted from Swedish policy and political dialogue. Sweden's participation in all four peace funds for example provide a range of entry points where Sweden took a leading role in advancing key agenda on peace, gender and human rights. The long-term cooperation with CSO and NGO apex bodies

as partners served to empower these bodies and linked the Swedish cooperation closely, although indirectly, with enhancing democratic stability and greater participation of historically marginalized groups. There was a good mix of support to through multi-donor mechanisms where Sweden was one of many donors and support to programmes where Sweden was the main donor. This mix of partners gave Sweden an influential place at the policy dialogue table – particularly for peace, gender and human rights, - whilst also ensuring access to well- rounded sources of information and experience that increased the relevance and precision of the policy dialogue and influence. Swedish support reached the local level working mainly through intermediaries. Whilst this was efficient and effective, it did tend to put Sweden support at arm's length and obscure the visibility and beneficial influence on local implementation processes that were evident at the central level.

Conclusion 3 The cooperation contributed to transformational change particularly in the areas of peaceful and inclusive societies; human rights, democracy, rule of law, gender equality with greater potential to engage academia and the private sector. Swedish cooperation was effective in advancing the objectives of both multilateral organisations and the Colombian and Swedish civil society apex organisations. A main factor that led to the results was the choice of competent and dedicated partners which respected and supported their recognised and long-term mandates. Where relevant the cooperation also served to enhance the institutional performance of partners- especially the Colombian apex organisations. The Swedish cooperation was able to leverage its relatively modest funding and add value through an assertive policy and political dialogue e.g. in bringing high level attention to abuse of human right defenders. The policy dialogue was directed to shoring up international solidarity for sustainable peace and reinforcing those local voices that sought longer term results and provide a balance against short term vested interests. The approach was comprehensive so that the activities all contributed to the core areas of peace, democracy, human rights and gender. Key result highlights include:

- The promotion of women leadership in peace building and public policy at national level and in conflict areas such as *El Cauca, Chocó, and Magdalena Medio* through working with UN agencies and civil society actors.
- The follow up to the 2016 peace agreement regarding the implementation of a cooperative approach for economic development using Sweden's added value in the cooperative sector but also strengthening institutionality in the scope of strategic policies through the OAS support.

However, there is a potential to more fully explore opportunities to promote improve data and research through academic organisations that would improve knowledge about what was working and what was not and serve to fine tune practices and inspire innovation. There were also unexplored opportunities to achieve greater inclusion of women in labour markets through engaging with the private sector. Alliances with the private sector, shown in area 3, have a potential to upscale impacts, and alliances with academia showed positive results in the scope of area 1, where they provided robust data bases for human rights. Both offer opportunities because of the existing interest of

these actors to contribute to peacebuilding in the different territories and at the national level.

Conclusion 4 Results within environment, climate and sustainable use of natural resources where the private and cooperative sector has been engaged bottom-up have been promising and represent an important contribution to peace and democracy. Relatively little support has so far been provided to environment, climate and sustainable use of natural resources (area 3). This area although of great importance moving forward did not benefit from a long trajectory of cooperation, was resource demanding and faces challenges of sustainability and replicability. Nevertheless, several promising initiatives using bottom-up approaches at the local level have been started through Swedish and Colombia civil society apex organisations and Colombian funds and apex business associations. The cooperation and results achieved in the interaction of Swedish and Colombian cooperative and private sector test and point in the direction of where Colombia and Sweden could cooperate in the long term. Key result highlights include:

- The inclusion and empowerment of rural women and historically excluded populations together with the promotion and demonstration of inclusive value and supply chains – Fundación ANDI has implemented an inclusive approach for supply chains that involves vulnerable and historically excluded groups.
- Adoption of sustainable agricultural and natural resource management practices in territories affected by conflict – FAO implemented alliances with the Swedish private sector in the dairy value chain.

Sweden did not yet fully optimise its convening power and capabilities to engage in policy and political dialogue for area 3, in the successful way that it did in areas 1 and 2.

Conclusion 5 The cooperation approach with its flexibility and combination of finance and dialogue was highly appreciated by partners and stakeholders, ensured ownership and was a major factor in creating results. Swedish cooperation stood out for its strong coordination with other donors and stakeholders. This approach was particularly effective in maintaining coherence at the national level, despite the complexity of numerous donors, actors, partners, and contributions. Sweden worked closely with its partners, offering policy support, as well as technical and fiduciary oversight, while respecting and preserving local ownership. Flexible, unearmarked contributions and pooled funding were provided to partners with proven mandates and track records, enabling them to adapt to changing circumstances, seize new opportunities, and enhance the relevance and sustainability of their efforts. The use of intermediaries was advantageous, ensuring local ownership while allowing Sweden to focus its limited resources on policy work rather than administrative tasks. However, as efforts to promote peace and human rights increasingly shift toward marginalized regions, there is a perception that Sweden's presence and ability to leverage political capital may not be sufficiently visible or impactful at the local level.

Finally as a reflection on the synergy with regional and thematic strategies it can be said that there is a good level of harmony. But as always there is a potential to gain from even closer exchange.

3.2 DILEMMAS AND TRADE-OFFS

There are a number of dilemmas and trade-offs facing Swedish development cooperation in Colombia which influence the choices and direction of future cooperation. These include:

Is Swedish development cooperation needed given it is so small compared to the Colombian economy. Total development cooperation amounts to just 1.7% of the Colombian state budget (2021). Swedish development cooperation strategy as only the ninth largest donor is unlikely in any given year to exceed 0.03% of the state budget – although being concentrated in the strategies focus areas of peace, human rights, gender and environment it has a larger share. Nevertheless, what Sweden can offer and what Colombia needs from Sweden, is less related to the volume of funding than its potential for catalytical effect. This implies that Swedish development cooperation should in principle only fund or act where the Colombian state and society cannot fund or act – or at least not as well. The current strategy plan clearly recognises this, and these considerations of additionality underpin the approach of the current strategy which is to work:

- In areas where the political dialogue and development cooperation can have a mutually supporting effect in terms of influence and convening power
- Where Sweden has a clear mandate such as in its role as companion country to monitor the peace agreement implementation within gender equality, the rights of victims of conflict and the search for missing persons
- Where Sweden has a recognised comparative advantage such in areas such as gender and cooperatives
- With multi-lateral organisations that have a normative role, can work at scale and reinforce international solidarity especially in areas such as peace and human rights
- In support of Colombian partners who take the lead and can sustain the benefits in the long term
- In ways that minimise transaction costs on both the donor and recipient part.

Whilst the evaluation validates the soundness and benefits of these approaches it also points to a number of difficult trade-offs as outline below.

Working at arm's length to be strategic whilst not losing visibility – As noted above, Sweden tends, for good reason, to work directly with multilateral, Swedish or highly established Colombian partners. This ensures ownership and sustainability and mobilizes the potential for catalytic effect. It also limits fiduciary risk and keeps transaction cost low. The organisations supported themselves work indirectly and further fund and strengthen smaller entities – an example is Diakonia that funds local

CSOs. Engaging with these highly competent organisations allows Swedish cooperation to use unearmarked support that increases ownership, reduces double bureaucracy and frees embassy resources to focus on strategy rather than administrative matters. Whilst this approach is highly strategic and constructive, it does mean that Swedish cooperation itself is working at arm's length. A disadvantage of this otherwise sound approach could be an over dependence on information that comes from a few filtered sources. Working at arm's length can and does also lead in some cases to frustration from final beneficiaries who perceive that much of the funding remains with intermediaries. Mitigating action could point to frequent field trips by embassy staff, engagement in wider dialogue and actors beyond the direct cooperation partners.

Small money to open big doors, but so far mainly at central level. Policy and political dialogue and especially where they are coordinated consume small funding but have a potentially big impact. Relatively small funding to multi-lateral bodies gives Sweden a place at the table and an entry point for policy and political dialogue. In part this could explain why Sweden as one of only a few donors supports all the four peace funds in Colombia. Given the limited funding of the strategy, this approach makes sense. Many in Colombia pointed the high influence of Sweden compared to the volume of financial support. The approach is highly strategic and provides a platform for one of the greatest attributes of Swedish cooperation which is its willingness and to some extent licence, as neutral and respected country, to be assertive in calling out human right and other abuses that threaten the peace agreement. However, there is a concentration of engagement at the centre and the Swedish influence and focus on the territorial level is, if not low, at least highly intermediated. As the implementation of the peace agreement evolves there is a growing need for processes that are initiated and driven at the local level.

Viable cooperatives and small businesses are vital for consolidating peace, but the economic sustainability of these enterprises is challenging and it is not easy to reach them with development cooperation. The economic opportunities in remote, conflict affected rural locations are limited. The enterprises are small and scattered and difficult to reach by development cooperation. There are a range of market related challenges and whilst cooperatives hold out a promise of greater economy of scale, they also face challenges in ensuring a cohesive and committed membership. The sustainable use of natural resources is key to many of the potential economic opportunities. At the same time a more vibrant private sector and an improvement in livelihoods and economic prospects are essential for consolidating peace. Swedish development cooperation is too small to make a difference except if focuses on transformative change in public-private-civil society interactions at the territorial level and has elements of demonstration and scale to allow national replication. Support in this area must be highly focused and strategic to be effective.

Broad or focused – it is not easy to strike the right balance between cooperating with many efforts in a small and catalytic way (using *a let a 1000 flowers bloom* approach) or prioritize fewer areas and partners to create a critical mass of change and obtain results that are irreversible. It can be argued that Sweden has been successful in

providing relatively small resources through key partners and especially the multilateral organisations and larger apex CSOs. It has done this whilst still having a high degree of influence because of assertive political and policy dialogue and because the flexibility and *modus operandi* (e.g. use of unearmarked support) are highly appreciated. Nevertheless, particularly for area 3 logic (environment, climate and sustainable use of natural resources) for the reasons advanced earlier, there will need to be more focussed approach with a territorial presence as the challenges and opportunities are highly localised. It is also an area where the resources required are considerable and therefore cannot be spread out across many partners, initiatives and geographic locations.

3.3 RECOMMENDATIONS

Recommendation 1 Consolidate Sweden's promotion and support to implementation of key elements of the peace agreement at the local level prioritising the more marginalised regions.

Rationale: The Swedish cooperation is well positioned and has contributed to the peacebuilding process in Colombia. It would send a strong negative signal to withdraw from these processes just when they are turning a corner and more likely than before to become self-sustaining. There is a need to keep supporting an already increasing scale of initiatives to practically implement elements of the peace agreement at the local level. Where Swedish cooperation has been directed with stronger presence and dialogue at the local level the results have been good - for example the incorporation of ex-combatants in the We Effect activities and the work of UNWomen.

This recommendation can potentially be implemented by measures such as:

- Promote through policy and political dialogue a more active focus on local implementation.
- Scale up support to those partners actors that are ready or already moving towards local implementation.
- Keep supporting national actors to fine tune and update criteria for selecting which regions to prioritise.

Target group: Swedish development cooperation in Colombia.

Recommendation 2 Engage more actively in policy and political dialogue within environment, natural resources and climate – learning from the success of Swedish cooperation in peace, human rights, democracy, rule of law and gender.

Rationale: Swedish political and policy dialogues in peace and human rights (areas 1 and 2) proved to be very effective and well recognized by other donors, national actors and multilateral organisations. However, within environment, natural resources and climate (area 3) there was less attention to engaging at the policy and political level with relevant partners and process when compared to the other areas where Sweden

was more directly engaged in the dialogue. Sweden's support to the Interamerican Development Bank did involve policy dialogue and whilst this was positive, more was needed in this large area and the close link between the intermediary and Swedish embassy evident for example in the cooperation with UNWomen was not as clearly evident in area 3. As noted in conclusion 4 Sweden did not yet fully optimise its convening power and capabilities to engage in policy and political dialogue for area 3, in the successful way that it did in areas 1 and 2 – perhaps in part because most of the area 3 activities were highly local in nature. Swedish development cooperation can create synergies by supporting practical local efforts that open doors at the policy and political level for scaling up and contributing to transformational change.

Sweden's regional strategy for Latin America⁴⁵ also focuses on environment, climate and sustainable use of natural resources, approximately 40 % of the portfolio volume. The Swedish embassy in Bolivia promotes a comprehensive, strategic and rights-based work under the same thematic area. Which is funded both with Sida and delegated EU funding from Team Europe Initiative (TEIs), the contributions are characterized by their integrated sustainable production and livelihood approach particularly in the Amazon and low land regions. These partners formed a strategic platform and have interesting lessons to be learned from the platform and integrated approaches of the individual contributions.⁴⁶ Furthermore, experiences from EU's national and regional green TEIs in Latin America would also be relevant to explore.

This recommendation can potentially be implemented by measures such as:

- Identify and support partners and engage in forums that can influence policy within environment, natural resources and climate.
- Develop, working with academia and others to develop a realistic and evidence-based policy agenda that makes use of the entry points afforded by current support to local efforts (e.g. the cooperation with Swedish partners in the cooperative movement and private sector).
- Intensify collaboration with the Presidential Agency for Cooperation to strengthen and scale up its coordination mechanisms at local level.
- Support experience exchange and communication of results, early impacts, lessons learnt and good practices.
- Contribute to strengthening local governance systems that can support a sustainable approach to environment, natural resources and climate.
- Explore regional collaboration and exchange platforms within Sida and EU initiatives.

⁴⁵ Strategy for Sweden's Regional Development Cooperation in Latin America 2021-2025, Ministry for Foreign Affairs, Government Offices of Sweden.

⁴⁶ Evaluation of the Implementation of the Strategy for Development Cooperation with Bolivia 2021-2025, Annica Holmberg, Silvia Salinas Mulder, Mauricio Quintanilla, November 2024, Sida.

Target group: Swedish development cooperation in Colombia.

Recommendation 3 Promote the greater involvement of academia and the private sector in support of human rights and gender particularly at the local level.

Rationale: Data and research is needed on a constant basis to understand the constraints and opportunities for implementing improved and self-correcting approaches to human rights, gender, democracy and rule of law. Academia – both Colombian and Swedish - have an important and relatively overlooked role to bring data and rigour to the decision making and practice. Much of the potential improvements in gender-inclusive employment and human rights in terms of decent work conditions are effectively in the hands of the private sector. Sweden excels in these areas and has much to contribute. Some donors such as Switzerland already actively engage academia in their cooperation programmes with successful results.

This recommendation can potentially be implemented by measures such as:

- Promote and if relevant support the involvement of academia where data and research could improve performance in human rights, gender, democracy and rule of law.
- Join forces with likeminded donors that engage with private sector and have opportunities to further improve the gender and human right performance of the small-scale private sector in marginalised regions.
- Put more emphasis in the design, implementation and monitoring on the demonstration value, scaling and replication of local actions.

Target group: Swedish development cooperation in Colombia.

Recommendation 4 Seek opportunities to mobilise Swedish expertise and locally available financial resource within green transition, circular economy, environment, climate and sustainable use of natural resources using a bottom-up approach.

Rationale: Green transition and circular economy are strongholds of Swedish expertise with a potential for longer term cooperation with the Colombian private sector and cooperative movement. Initiatives already underway in the ongoing strategy phase show promise but there is a need for local actors to engage with and access available national and international financial resources to scale up activities. Swedish cooperation needs to be strategic so that the limited financial resources are used to leverage and unlock larger and longer-term finance. A relevant example is the Swedish support to the “Sustainable Colombia” fund.

This recommendation can potentially be implemented by measures such as:

- Join further efforts to create in Colombia a critical mass of innovative financing mechanisms that respond to international and national frameworks for bioeconomy and the sustainable use of natural resources.

- Increase or maintain investment in the private sector, through private sector foundations, promoting a more inclusive and sustainable economy with emphasis in bio- and green economy.
- Contribute with Sweden's experience promoting inclusive market economies in the scope of Global Gateway discussion and dialogue mechanisms with EU member states on how to implement it in Colombia, with its priorities in a joint manner.

Target group: Swedish development cooperation in Colombia.

Recommendation 5 Maintain the flexibility of the Swedish cooperation approach with its combination of financing and dialogue, ensuring ownership and sustainability.

Rationale: Swedish cooperation approach is considered one of the most effective among other donors due to its flexibility and the combination of dialogue and practical implementation.

This recommendation can potentially be implemented by measures such as:

- Continue with the "un earmarked contribution". This modality not only contributes to the strengthening of the partners, but also to the sustainability of the actions. This modality creates an opportunity for transformational change while increasing standards of transparency and good management of the partner.
- Keep promoting the multi-stakeholder dialogue in the private sector, with local authorities, CSOs, in academia and multi-level dialogue in a two-way strategy (bottom-up and top-down), with a long-term and comprehensive vision to achieve impact at both: national and territorial level.
- Expand the political dialogue as a fundamental tool (executive, legislative, national and territorial) to put controversial issues on the table in a neutral and objective manner.

Target group: Swedish development cooperation in Colombia.

Annex 1 – Terms of reference

Terms of Reference: Strategy Evaluation Colombia

1 Background

1.1 The Strategy

The Strategy for Sweden's development cooperation with Colombia 2021–2025 has seven objectives in three broad thematic areas that correspond to Sida..

Link to Strategy: [Strategi för Sveriges utvecklingssamarbete med Colombia 2021-2025 - Regeringen.se](#)

These are Sida's areas (3) and objectives (7) from the Strategy:

Peaceful and inclusive societies:

- Improved conditions for democratic implementation of a negotiated peace and transitional justice.
- Improved conditions for peacebuilding and increased presence and capacity of state institutions in conflict-affected areas.

Human rights, democracy, the rule of law and gender equality:

- Improved conditions for democracy and increased respect for the rule of law, including reduced corruption and impunity.
- Increased respect for human rights and increased protection and capacity for human rights defenders and environmentalists.
- Improved gender equality, including reduced gender-based violence and increased access to, and respect for, sexual and reproductive health and rights.

Environment, climate and sustainable use of natural resources:

- Reduced climate impact and greater resilience to climate change.
- Improved conditions for sustainable management and use of natural resources, ecosystems and biodiversity.

1.2 Implementation of the Strategy

Implementation of Sida's part of the Strategy is fully delegated to the Embassy of Sweden in Bogotá.

The total Strategy value for Sida's part is SEK 1 110 000 000 (SEK 1.11 billion).

Annual delegation of funds and disbursed, from start 2021 to date, is as follows:

Year	Delegated MSEK	Disbursed MSEK
2 021	142,4	142,4
2 022	147,1	147,1
2 023	165,3	165,3
2 024	165,0	112,2
	619,8	567,0

Total disbursed is MSEK 567 (precise figure SEK 566 932 260). Year 2024 is ongoing and has a forecast of MSEK 165.

Total number of agreements (active or finalized) with disbursements under the current Strategy, to date, are:

Active: 30

Finalized: 21

Total disbursed - from start 2021 to date - is SEK 566 932 260, with the following distribution between Strategy Objectives:

Area Of Support Bilateral Strategy Colombia 21-25	Strategy Objectives	Disbursed SEK	% of total disbursed
COL2021a - Peaceful and inclusive societies	COL2021a1 - Negotiated peace and transitional justice implementation	203 752 883	36%
	COL2021a2 - Peace-building and institutional presence in conflict-affected areas	93 589 889	17%
COL2021a - Peaceful and inclusive societies Total		297 342 772	52%
COL2021b - Human rights, democracy, rule of law and gender equality	COL2021b1 - Democracy and rule of law, including reduced corruption and impunity	43 173 023	8%
	COL2021b2 - Human rights and protection of human rights defenders	92 615 545	16%
	COL2021b3 - Gender equality, reduced GBV and access to SRHR	76 949 171	14%
COL2021b - Human rights, democracy, rule of law and gender equality Total		212 737 738	38%
COL2021c - Environment, climate and sustainable use of natural resources	COL2021c1 - Limited climate impact and strengthened resilience	44 800 381	8%
	COL2021c2 - Sustainable management and use of natural resources, ecosystems and biodiversity	12 051 369	2%
COL2021c - Environment, climate and sustainable use of natural resources Total		56 851 750	10%
Grand Total		566 932 260	

2 Scope of assignment

2.1 General information

The purpose of the present assignment is to evaluate Sida's implementation of its part of the Strategy, based on the OECD/DAC Evaluation criteria.

“Implementation of the Strategy” shall be understood as any action adopted by Sida and the Embassy of Sweden in Bogotá by delegation from Sida, explicitly meant to

contribute to the achievement of the Strategy objectives - in particular formal strategic decisions such as the operationalization plan, the yearly Strategy-plans and the development of the portfolio of agreed contributions.

The Evaluation shall take into consideration if and how implementation of the Strategy also responds to other formal governance of Swedish foreign policy and development cooperation – in particular Sida’s instruction, the past and present policy frameworks for Swedish development cooperation, and other thematic priorities and special assignments (e.g. the previous drive for democracy and feminist foreign policy) and if and how it adapts to change (e.g. limits and budget cuts, the “reform agenda” and new thematic priorities, etc.).

The Evaluation shall also assess and provide an overview of existing and potential synergies with the FBA (within its mandate under the current Strategy for Colombia) as well as with any regional or thematic Swedish development cooperation strategies with a relevant impact in the region) and make suggestions on how these synergies could be further strengthened or developed, in line with Sida’s ambition to work as “One Sida” and to deliver holistic, country-based “development offers”.

2.2 Scope of work

The scope of this assignment entails conducting an Evaluation of the 2021-2025 Swedish Cooperation Strategy with Colombia, implemented by the Swedish International Development Agency (Sida) through the Embassy of Sweden in Bogota D.C.

The Evaluation aims to assess Sida’s implementation of the Strategy in terms of relevance, coherence, effectiveness, efficiency, impact, and sustainability.

This shall include evaluating the portfolio of Swedish contributions, and identifying lessons learnt and recommendations for potential future development cooperation with Colombia.

The Evaluation shall involve a mixed-method approach, including document analysis, interviews with key stakeholders and in-depth review of selected contributions. Both quantitative and qualitative indicators shall be utilized to measure the effectiveness, efficiency, impact, and sustainability of Swedish contributions. Participation of government representatives, partner organizations, beneficiaries, and other relevant stakeholders will be crucial to ensure a comprehensive Evaluation process.

The Evaluation shall provide written report, including a descriptive analysis of main findings, conclusions and relevant examples of the results achieved, as well as lessons learnt and recommendations for future Swedish development cooperation with Colombia.

The general objectives of the Evaluation are:

- 1) to assess the implementation of the Strategy and its:
 - a. Relevance to the objectives and in the specific context: Are we doing the right things?
 - b. Coherence: between contributions within the portfolio, but also with regards to other Swedish development cooperation strategies and other development cooperation actors operating in Colombia, in particular the EU and its MS: How well do we fit in?
 - c. Effectiveness: To what extent are we achieving our objectives? Why?
 - d. Efficiency: Are resources being used well?
 - e. Impact: Do we make a difference?
 - f. Sustainability: Will the results last?
- 2) to provide relevant examples of results achieved
- 3) to provide lessons learnt and recommendations based on the above assessments.

The specific objectives of the Evaluation are to:

1. Assess the relevance of Swedish contributions to the specific context and needs of Colombia, ensuring alignment with local priorities and other donor activities.
2. Evaluate the coherence of contributions within the portfolio and with other Swedish development cooperation strategies and actors in Colombia.
3. Determine if there are any significant areas for Swedish support that have been overlooked and should be included.
4. Measure the effectiveness of Swedish contributions in achieving set objectives and goals within the strategy.
5. Determine the impact of Swedish contributions on sustainable development in Colombia, assessing the lasting effects of interventions.
6. Identify any deviations from projected goals in the products, results, or ongoing activities within the portfolio.
7. Evaluate the appropriateness and efficiency of chosen counterparts and aid mechanisms in the portfolio.
8. Identify internal, external, and contextual challenges affecting the implementation of contributions and Strategy outcomes.
9. Analyse the efficiency of resource utilization in the implementation of Swedish contributions.
10. Evaluate the impact and sustainability of contributions, providing relevant examples of achieved results.

11. Assess the appropriateness and relevance of the selection process used to design the portfolio of Swedish contributions.
12. Provide concrete examples of achieved results, lessons learnt, and recommendations based on the Evaluation findings to enhance future cooperation strategies.
13. Assess the extent to which contributions have connected with the promotional activities of the Embassy of Sweden and Swedish companies in Colombia.
14. Based on the above, provide lessons learnt and recommendations for potential future Swedish development cooperation with Colombia. This should involve potential areas or issues for continued Swedish support, and areas for discontinued Swedish support?

2.3 Material and methodology

The study will apply a combination of qualitative and quantitative methods.

The consultants shall perform a review of relevant documentation, including:

- Strategy for Colombia
- Operationalization plan
- Strategy plans and reports
- Other Swedish development cooperation strategies (that trickle down in Colombia)
- Contributions (project documents, appraisals, reports, evaluations, etc)

And to interview:

- Staff at Sida and the Embassy of Sweden,
- Partner organizations
- Beneficiaries
- Other embassies/development actors in Colombia, including the EU delegation and other major donors
- Relevant Government and public institutions of Colombia

Suggestions for other documentation and/or interviewees are welcomed, and the exact choice of can be discussed more in detail at a startup meeting.

The consultants shall review the entire portfolio of contributions implemented during the Strategy period and perform an in-depth review of a representative selection of contributions, reflecting the composition and volume (relative financial weight) of the portfolio.

The consultants are asked to make a selection of contributions on the basis of information provided by the Embassy.

When visiting counterparts, the following guiding questions may be used by the consultancy:

- What is the assessment (positive or negative) of the counterparts and/or beneficiaries in relation to a given contribution?
- Were the expected products, approaches and/or modality of support delivered by Sweden adequate for the counterpart?
- How do the final beneficiaries evaluate the support given?
- What failed, what is insufficient and/or what is inappropriate in terms of compatibility between the initiatives and the Strategy areas?
- How is the support and technical assistance provided by Sweden valued in terms of equity, expertise, balance and transparency?

3. Schedule

A startup-meeting will be held upon signing the contract.

A draft report, including preliminary findings and recommendations, should be presented no later than October 15, and the final report no later than November 15.

4. Deliverables

The consultant shall deliver the following:

1. Draft Report: Summary of preliminary findings and recommendations, to be delivered by 15 October 2024.
2. Final Report: Detailed document with findings, analysis, and recommendations, accompanied by an executive summary, to be delivered no later than 15 November 2024.
3. Results Presentation: Presentation of key findings and recommendations, no later than 15 November 2024.

Contact person in Embassy of Sweden in Bogotá:

Joanna Rocco, Controller/Counsellor

E-mail: joanna.rocco@gov.se

Whatsapp: + 57 313 223 7850

Annex 2 – People consulted

Name	Position	Institution
Melissa Zambrano	Senior Program Officer	NIMD
Nancy Jaqueline	National Program Officer	Diakonia
Neider Munevar	Program Officer	Diakonia
César Augusto	Director of Diakonia	Diakonia
Ellen Fadnes	Advisor and Head of Cooperation	Ministry of Foreign Affairs – Norway
Juan Mauricio Torres Jaramillo	Senior Program Adviser	Ministry of Foreign Affairs – Norway
Natalia Torres	Advisor of the Climate and Forests Program	Ministry of Foreign Affairs - Norway
Beatriz Arismendi	Project Management Manager	FAO
José Gómez Franco	Project Coordinator	FAO
Elizabethe	Technical Director	Fondo Acción
Ernesto Betancourt Morales		Fondo Acción
Oscar Alexander Orrego	Conservation Coordinator	Fondo Accion
Diana Eredia	Program Analyst: United Nations Multi-Donor Trust Fund for Peace	UNDP
Alice Beccaro	Coordinator of the Technical Secretariat MPFT	UNDP
Rafael Parra-Pena	IDB Trust Fund: Inter-American Development Bank	IADB
Andrés Salazar	Coordinator of the Technical Unit	Fondo Colombia Sostenible
Nelson Arturo Montano	M&E stands for Monitoring and Evaluation	ONU - DDHH
Yeimy Zabaleta Polo	Director of We Effect	WE EFFECT
Beatriz Garcia del Campo	Country Director	WE EFFECT
Juan Camilo Munevar	Pro-tempore Presidency of the GruC and the Co-presidency of the UN-MPTF	UN
Simon Zbinden	Head of Cooperation	COSUDE
Natalia Luz Mayorga	Deputy Director	COSUDE
Vicente Ortega	General Coordinator	AECID
Diana Espinosa	National Program Officer	UN Women
Silvia Arias Valencia	National Program Officer for Women, Peace, Security, and Humanitarian Action	UN Women

Luca De Paoli	Technical Officer	AICS
Sonia Tato	Deputy Head of Cooperation	UE Delegation
Alejandra Barrios	Director	MOE
Liseth Beltran Pitta	Deputy Director	Fundación Andi
Tom Crowley	Head of Cooperation	Irish Embassy
Maria Alejandra	Cooperation Officer	Irish Embassy
Valentina Ospina	Technologist	APC Colombia
Santiago Quiñones Cardenas	Director of Cooperation Demand Management	APC Colombia
Melissa Avila	External Relations Area	MAPP OEA
Luz Natalia Mayorga Mora	Deputy Director - Economic Cooperation and Development	SECO
Erik Norman	Head of Cooperation	Swedish Embassy
Erin Cosgrove	Head of the Cooperation Program	GAC (Canadian Embassy)
Leidy Hereida	Development Officer	GAC (Canadian Embassy)
Maria Paula Calvo	Gender Focal Point	GAC (Canadian Embassy)
Angela Prias	Deputy Director of ROF	IOM
Paula Bolanos	Monitor in Institutional Strengthening at IOM	IOM

Annex 3 - Methodology

NIRAS is committed to key working principles outlined in the box below and that were applied throughout the evaluation.

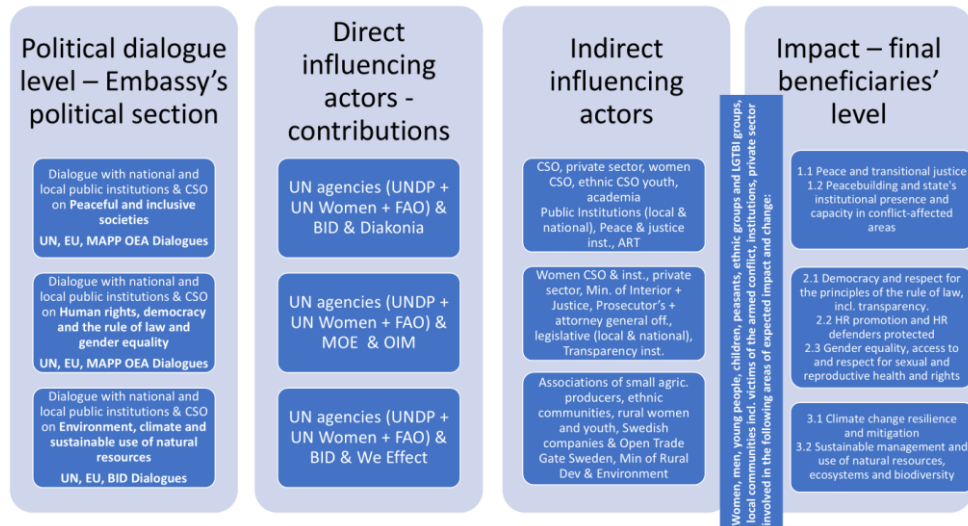
- **Evidence based.** We evaluate based on evidence collected through, for instance, document review, narrative sessions, interviews, focus group discussions, case studies, and sex-disaggregated data collection.
- **Quality.** We strive for our evaluation processes and products to have high quality. Quality is about utility, credibility, and impartiality. The latter involves independence, fairness, and professional integrity.
- **Methodological rigour.** We make use of uniform formats for notes, method guides, updates, and hold team discussions to maintain the flow of information. The synthesising of data cross-validates the information sources and critically assesses the validity and reliability of the data. The evaluation report describes the sources of information used in sufficient detail so that the adequacy of the information can be assessed.
- **Process approach.** Reviews and evaluations are processes rather than single events. An evaluation should offer space for reflection, learning and, if necessary, agreed adjustments. Information and accumulation of knowledge during the process may bring new perspectives. Therefore, methodological, and analytical frameworks defined during the inception phase of the assignment should not serve as rigid blueprints, but flexible guidelines, open for bringing in new perspectives that may emerge during the evaluation.
- **Ethics.** Sensitive data – including business and financial related information - will be protected and should not be traceable to its source. The evaluation report will not reveal the names of sources and will conceal identities of persons or organisations as relevant by using abstraction. Confidentiality of the stakeholders and beneficiaries involved in the evaluation will be assured. The evaluation team will ensure safeguarding principles in all consultations with different stakeholders and beneficiaries, and in particular with rights-holders, and to follow the UN Evaluation Group (UNEG) Guideline on Ethics in Evaluation outlining the ethical principles for evaluation.
- **Systematic and clear communication.** Active and transparent communication and sharing of information are fundamental for useful evaluation processes and products.
- **Gender equality, equity group and human rights perspectives.** This means recognising that related inequalities are structural and systemic; understanding and identifying discriminatory patterns and barriers through disaggregated data collection; recognising the unique perspectives and contributions of diverse equity groups and providing recommendations to add value to those who are living under marginalised conditions as well as to those implementing programmes. The evaluation team will be guided by **gender sensitive and rights-based principles throughout the evaluation process**, ensuring that all stakeholders understand the purpose of the evaluation and how the information they share will be used. The set up and implementation of FGDs will take power relations within and between groups into consideration and the evaluation team will ensure as far as possible, that all consultations take place in safe spaces without by-standers.

Analysis of the Theory of Change

An analysis was made of the theory of change for each working area and discussions held with the Embassy's officials. This analysis helped to distinguish and specify outputs and outcomes, also main documents to be reviewed during the desk and field phase, and actors to be interviewed to go more in-depth into the findings. As discussed during our interviews with the head and officials of development cooperation, it was decided to implement elements of an actors'-based analysis that informs an actors'-based theory of change. This allows different typologies of interviewed strategic actors

at 4 levels: i) management and political dialogue area, ii) direct influencing actors, iii) indirect influencing actors and iv) final beneficiaries' level (see diagram below)

Annex D: Actors' based theory of change – Swedish Cooperation in Colombia



At the management and political level, we looked at the dialogue that the embassy undertook with key actors and within the different donors' coordination spaces. At the direct influencing level, we considered the Swedish cooperation partners and other direct intervening actors involved under a sample of contributions. Under the indirect influencing level, we considered actors providing support or being part of the supported areas in relation with the Swedish contributions, for instance political counterparts such as national, local authorities, CSO and private sector partners. Finally, at the beneficiary level we considered the prioritised groups of the Swedish cooperation strategy. This includes among others: women, men, young people, children, **peasants**, ethnic groups and LGTBI groups including victims of the armed conflict, and in the most affected areas by the armed conflict, also local communities, institutions, private sector involved in the prioritised areas of support.

The Swedish strategy contributes to three main areas: peaceful and inclusive societies; human rights, democracy, rule of law, gender equality and environment, climate and sustainable use of natural resources. These areas are linked by and jointly support a central thrust of the cooperation which is to contribute to Colombian initiatives at creating a lasting, sustainable and inclusive peace – recognising that this is, in turn, a key to improving the lives and protecting the rights of poor and marginalised populations groups. Acknowledging the limits of the available resources, the strategy seeks niches where Sweden has a comparative advantage and where its financial support can be catalytic and further leveraged through policy (engaging Swedish and national expertise) and political dialogue (leveraging Sweden's entry points as a long-standing partner in Colombia and the region). The strategy is to avoid isolated or Swedish led initiatives and instead work closely with a spectrum of committed partners using a range of different aid types in areas of work that are mutually self-supporting

and closely linked to the efforts of other development cooperation actors, particularly those that have a strong multilateral and multi-donor backing. The theory of change is strongly dependent on a number of assumptions and drivers.

- Area 1 logic (Peaceful and inclusive societies): Swedish contributions are meant to impact positively in the peace building process, the transitional justice and the state's institutional presence and capacity in conflict-affected areas. This area is broad and encompassing with many cooperation actors. The Swedish strategy is to place emphasis on the three areas where Sweden has a political commitment i.e. i) gender equality; ii) rights of victims of conflict and iii) search for missing persons) and has a role as a “companion country” in the peace framework which offers privileged entry points. The theory of change points to supporting a number of points of the Final Peace Agreement (namely: Point 1 “access to land and PDET projects”, Point 3.2 “Economic and social reintegration”, Point 3.4 “Security guarantees”, Point 5.1.2 “Own sanctions”, Point 6.2 “Ethnic Chapter”).

In addition to the financial contributions, Sweden takes part at different political dialogue spaces as thematic donors’ coordination subgroups but also at the 4 Peace Trust Funds in the country. Further Sweden also played and still plays a key role within the peace processes as a long-standing and constant allied with Colombia in peacebuilding and human rights but also strengthening state institutions and civil society through cooperation and political dialogue.

The main assumptions for this area concern: i) the availability of resources for local governments to implement development plans, ii) the political will of local authorities to advance peacebuilding and iii) the implementation of government measures to improve security conditions in the regions. These are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but they potentially also provide a basis for the political dialogue. Drivers are not explicitly identified but could include the impetus of a new government and the inherent desire of citizens for peace.

- Area 2 logic (Human rights, democracy, rule of law, gender equality): Swedish contributions in this area are meant to impact positively democracy and respect for the principles of the rule of law, incl. transparency, HR and HR defenders respect and protection and gender equality, incl. the access to and respect for sexual and reproductive health and rights. Area 2 also seeks to make sure that gender, HR are mainstreamed in all contributions. It also undertakes specific initiatives to support gender, democracy and human rights as essential foundations for lasting peace. Contributing towards gender equality ensures that peace efforts are inclusive and fully mobilise the talents and capacities of women. Contributing towards democracy and especially the extension of political rights and access by women secures a stronger foundation for peace by ensuring that women’s perspectives and needs are represented at the political and administrative level. Contributing towards human rights supports the peace process by reducing the chances of recurrence of human right abuses and ensuring a population and political class that

is aware and supportive of a rights-based approach to peace and development. Sida's added value in this area is related to its long history of strengthening democracy and promoting transparency in Colombia and inclusion of women as other historically marginalized groups in politics, through support for key actors' initiatives.

The main assumptions for this area concern: i) the strengthening of conditions that promote greater inclusion, participation and representation of population historically marginalized, in the scope of the local, national and the Special Transitional Peace Constituencies' elections; ii) the access to information, transparency and accountability of public institutions are instrumental in addressing the conditions that enable corruption; and iii) the access to the transitional justice system for victims of the armed conflict for reducing levels of impunity in the country. As for the peace area (1), these are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but potentially also provide a basis for the political dialogue. Drivers are not explicitly identified but could include the different international conventions and agreements signed by Colombia, those in the government and elsewhere that strive for a corruption free society and the spirit and resources of the individuals and groups that defend human rights and gender equality and improving levels of awareness through media and education.

- Area 3 logic (environment, climate and sustainable use of natural resources): Swedish contributions in this area link peace, gender equality and human rights to growing prosperity. The contributions aim at triggering local communities, institutions and the private sector to fulfil their roles as right holders and duty bearers, strengthen their capacities and collaborate to promote sustainable environmental development, climate change mitigation and adaptation. This area seeks to reduce deforestation, to establish improved, resilient and innovative agrifood and in general promote sustainable production management and commercialisation systems that make the market work for the poor. The contributions seek to support mechanisms of conflict resolution with regards to the use of natural resources, ecosystems and land rights. In this area innovation processes with academia, private sector etc complement the institutional and economic support. Further Sweden implements the so called “Integrated Team Sweden” approach, to increase private sector involvement in peacebuilding. This last approach looks for a sustainable economic development based on alternative and innovative nature-based solutions that contributes to a sustainable peace in the country.

The main assumptions for this area concern: i) the political will to continue with the comprehensive implementation of the peace agreements, i.e. the Comprehensive Rural Reform to promote climate-resilient alternatives and sustainable use of natural; ii) the political will to comply with national and international environmental commitments on deforestation, the protection and sustainable use of biodiversity, and the promotion of green and resilient economic

growth; and iii) special interest and commitment from the private sector and the academia in continuing innovative efforts in peacebuilding in the scope of green value chains, peace products and/or environmentally sustainable investments in territories affected by conflict. As for the other areas, these are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but could potentially provide a basis for the political dialogue. Drivers are more explicitly identified such as the incentive for private sector to survive and be prosperous as well as international agreements and commitments on climate and environment as well as improving levels of awareness through media and education.

The niche of Sweden in the international cooperation arena in Colombia consists in showing how with small resources it tries to find catalytic areas where it has comparative advantages. Therefore, the partner choice constitutes a key stage within the Swedish strategy but also how the inputs (political dialogue by the Embassy and the contributions through the Development Cooperation) are combined and successfully implemented. Swedish added values are recognised by national and international actors, putting Sweden in a privileged and strategic positions in specific areas of work, where its role has added value within the national and local dialogue spaces. Swedish support is considered strongest (e.g. in gender) where Sweden has proved to have a powerful mandate.

A very important task within the evaluation was to implicitly test these theory of change by identifying and document change stories that potentially support the theory of change and its underlying assumptions and drivers but also reveal weaknesses around Sweden contribution. That is: looking at how Sweden has used political opportunities to match Swedish and Colombian institutions, CSO, cooperatives and private sector actors and it played a neutral broker role in the creation and support of innovative international partnerships.

Rational and areas of enquiry for the evaluation questions

The evaluation questions follow the OECD-DAC criteria of relevance, coherence, effectiveness, impact, efficiency and sustainability. These questions have been tailored and prioritised in line with the inception discussions. This has led to the clustering of the questions as outlined in section 1.3

An outline of the evaluation questions, the areas of enquiry, link to the sub-questions in the TOR and an overall rationale is given in the tables below under the 3 clusters of strategic relevance, results and cooperation approach.

A more detailed evaluation matrix is provided in annex A that identifies the data required, the methodology for collecting and analysing and using data as well as comments on the availability, validity and reliability of the areas of enquiry/indicators.

Strategic relevance

Q1 Strategic relevance - To what extent did the strategy for Swedish cooperation and choice of partners correspond to the country context, the Swedish goals and needs and priorities of target groups?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR
The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances	#1 Assess the relevance of Swedish contributions to the specific context and needs of Colombia, ensuring alignment with local priorities and other donor activities. #3 Determine if there are any significant areas for Swedish support that have been overlooked and should be included. #7 Evaluate the appropriateness and efficiency of chosen counterparts and aid mechanisms in the portfolio. #11 Assess the appropriateness and relevance of the selection process used to design the portfolio of Swedish contributions.
The partners chosen had a clear mandate and capacity and were appropriately supported in advancing the goals of the Swedish strategy	
A policy and political agenda targeted messages that supported the goals of the Swedish strategy	
Rationale: This main question looks at whether the programme targeted the right areas or in other words whether it did the right things. It measures this by pursuing three main areas of enquiry. The first is whether the strategy was in areas where Sweden had a comparative advantage as is claimed in various documents including the 2024 strategy report. (see note 1 below) The second is whether, given the strategy and its focus on 3 areas and 7 strategic objectives, the choice of partner was appropriate and served the strategy. This is determined by examining if the Swedish support corresponded to the partner goals and strategy and if the partners had the necessary capacity and a track record of achievement. This would also entail whether such a capacity assessment was done or there was solid information available (for example through previous cooperation). It also looks at how Sweden engaged with the partners. The third looks at the non-spending actions and whether, given the strategy and its focus on 3 areas and 7 strategic objectives, the policy and political agenda targeted messages and change that were necessary and closely linked to the goals of the strategy. A specific analysis of what other areas Sweden could have supported will not be explicitly assessed but any observations that occur during the evaluation will captured. <i>Note 1) Extract from Sida theory of change notes for área 1. El valor agregado de Suecia radica en</i> <i>Su prolongada y constante alianza con Colombia en la construcción de paz y los derechos humanos, a través de una relación de confianza y cercanía con la sociedad civil.</i> <i>Su capacidad de diálogo con la institucionalidad a nivel nacional y su apoyo para tender puentes entre gobierno y sociedad civil.</i> <i>Su apoyo a la implementación integral del acuerdo de paz, incluyendo el enfoque de género,</i> <i>Su apuesta por robustecer los sistemas de justicia transicional en el país desde sus inicios;</i> <i>La promoción de los valores suecos de igualdad de género y sostenibilidad ambiental a través de la cooperación y del diálogo político</i> The question responds to the OECD/DAC evaluation criterion of relevance.	

Results

Results

Q2Results - Is the strategy achieving its objectives?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR
A reliable results framework is in place at the strategy level and among partners	#4 Measure the effectiveness of Swedish contributions in achieving set objectives and goals within the strategy. #5 Determine the impact of Swedish contributions on sustainable development in Colombia, assessing the lasting effects of interventions #6 Identify any deviations from projected goals in the products, results, or ongoing activities within the portfolio. #8 Identify internal, external, and contextual challenges affecting the implementation of contributions and Strategy outcomes. #10 Evaluate the impact and sustainability of contributions, providing relevant examples of achieved results. #12 Provide concrete examples of achieved results, lessons learnt, and recommendations based on the Evaluation findings to enhance future cooperation strategies.
The outputs reported are in line with plans and can be verified	
There is evidence of transformational outcomes	
There are reasons to believe that the outcomes achieved will be sustained	
Rationale: The strategy is still ongoing, and the areas of intervention are complex and with transformational ambitions that take time to mature and become evident. The evaluation question examines four areas of enquiry. Firstly, the presence of a reliable framework. This is important because there is not sufficient time to both create a framework and undertake the monitoring and measurement – this at the level of contribution (i.e. the grant or project) and at the strategy level. Assuming that a framework that can be used is in place, the reporting against this framework will be used for the second area of where evidence of outputs achieved will be examined. This will summarise the reported outputs at the partner level (potentially capturing several contributions) – where practical independent evidence will be sought to verify selected outputs. A third area of enquiry will look at the intended outcomes of a transformational nature – these are expected to be ongoing and reflect processes rather than events or facts – although can also do that for instance in the approval and adoption of a policy. The strategy reporting with its dual traffic light measurement will provide a starting point. Here the analysis will go beyond contributions and even partners and will attempt to look at the strategic objectives where a number of partners may have contributed. The theory of change and contribution analysis will be employed here, if found practical, by examining if the underlying assumptions and drivers of change are valid. Finally in a fourth area of enquiry, evidence of whether outcomes are likely to be sustained will be gathered – this will look at the incentive environment, power balance and available resources for sustaining what has been achieved. The analysis as it is forward looking will look at the risks. Across all the areas of enquiry factors that gave rise to results, or their absence will be identified. The question responds to the OECD/DAC evaluation criterion of effectiveness, impact and sustainability.	

Cooperation approach

Q3 Was the strategy well managed and implemented?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR
A donor and external development partner mapping and active participation in coordination	#2 Evaluate the coherence of contributions within the portfolio and with other Swedish development cooperation strategies and actors in Colombia. #13 Assess the extent to which contributions have connected with the promotional activities of the Embassy of Sweden and Swedish companies in Colombia #9 Analyse the efficiency of resource utilisation in the implementation of Swedish contributions.
The programme was compatible and well-coordinated with other donor and external development partner interventions	
The management, procurement and financial control systems of key partners were assessed at entry.	
The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources	
Rationale: The questions examine two main topics: Firstly, the extent to which Swedish support, which is less than 3% of the total development assistance to Colombia, was well coordinated with what other external development partners were doing. This is determined by looking at the presence of mapping and active participation in coordination arrangements. As Swedish support was minor it is important that it is well connected to wide efforts or fills gaps in and adds value to what others are doing (see note 2 below) Secondly, having already investigated the extent to which Sweden was supporting the right areas (under Q1), it looks at the presence of systems and processes for ensuring value for money and efficient operations. The operations are implemented by partners, so this entails looking at partner systems and whether they were assessed at entry and during operations. Where it is possible a spot check will be made of unit costs. During evaluation it will be considered if the internal management arrangements such as division of labour, staffing resources and productivity are relevant to examine. This analysis can be useful as it points most practically to where and how the Swedish cooperation can make the most immediate changes to influence results. Note 2) Extract from Strategy report 2023, p6 “Sweden has for a long time been a reliable partner for peace, gender equality and human rights in Colombia. This long-standing commitment has resulted in a strong trust and generated significant political capital. Despite limited aid volumes, Sweden has thus played a central role in donor coordination. This has been done through active participation in the peace funds, through bilateral relations and in dialogue with both national public institutions and local civil society organisations.” The question responds to the OECD/DAC evaluation criterion of coherence and efficiency	

Data collection and evaluation methods

The evaluation matrix in annex 5 identifies the data collection and evaluation methods question by question. In generic terms the data to be collected can be summarised as:

- **Portfolio statistics** – data related to the distribution of funding (committed and disbursed) across time and across different partners and strategic objectives
- **Documents** – both Swedish cooperation documents and also partners documents – this data including monitoring data as well as contribution documents, appraisal and where relevant completion reports. They also included earlier evaluation and review reports.
- **Stakeholder perspectives** - including embassy staff, Swedish MFA, partner representatives, other donors and implementing agencies and country institutions including NGO forums and government bodies

In generic terms the evaluation methods/instruments used to collect and analyse the data can be summarised as:

- **Database interrogation** – the database established by the embassy was imported into excel and queries run using pivot tables and other analysis.
- **Desk review of key documents**- against the areas of enquiry and sample of partners – where reviews and evaluations were available, a meta evaluation approach was used.
- **Interviews/ (focus group discussion) of stakeholders**- use of semi-structured interview check list related to the evaluation matrix - where relevant and appropriate the interviews were recorded and synthesised by AI. All consulted actors were asked for confirming their consent with these methods and the use of the collected evidence.
- **An electronic survey** - with 14 questions (see below) linked to the evaluation matrix was launched and tailored to confirm or not initial findings and to obtain quantitative data.
- **Field observation - Visit** to COP16 Swedish contributions' stands: Museo Melelé and Shuska - both supported through Fondo Acción.
- **Analysis of data availability** – and mitigation where this was likely to be problematic. For example, in general there was an over programming of the contributions to be sampled to allow for some contributions that did not have sufficient data in terms of availability of reports or staff for interview.

E.

Survey questions

1. ¿Por cuánto tiempo ha cooperado su organización con la cooperación sueca?
 Seleccione una opción:
 - Solo en un Proyecto
 - En varios proyectos durante los últimos 5 años
 - En varios proyectos durante más de 5 años
 - No estoy seguro

2. ¿En qué grado apoya la cooperación sueca su mandato de largo plazo? Seleccione una opción: Sí es relevante, por favor, describa brevemente la nueva área de trabajo.
 - Apoya completamente nuestro mandato principal (sin restricción)
 - Apoya parcialmente nuestro mandato principal (sin restricción)
 - Apoya una nueva área de trabajo que Suecia solicitó

3. ¿Qué tan dependiente es su organización del apoyo financiero de Suecia?
 - Altamente dependiente (no podríamos continuar sin su apoyo)
 - Dependiente (podríamos continuar sin su apoyo, pero nos veríamos restringidos)
 - Medianamente dependiente (nos afectaría, pero nuestras operaciones podrían sostenerse)

4. ¿Ha incrementado el apoyo de Suecia la capacidad de su organización para llevar a cabo su mandato? Si la capacidad ha incrementado por el apoyo de Suecia, por favor provea un ejemplo.
 - En gran medida
 - Un poco
 - En absoluto o solo un poco

5. ¿Suecia ha llevado a cabo un diálogo con el gobierno o con otras organizaciones, que ha contribuido a los objetivos de su organización? Por favor de un ejemplo: Por favor, describa el tipo de contribución.
 - En gran medida
 - Un poco
 - En absoluto o solo un poco
 - No sé

6. ¿La cooperación con Suecia ha expuesto a su organización a riesgos adicionales?
 - Sí
 - Sí, pero manejables
 - No
 - No sé o no quiere responder

7. ¿La cooperación sueca ha participado en alguna actividad o evento que su organización ha impulsado u organizado? Por favor, proporcione un ejemplo si eligió la primera opción.
 - Dio un apoyo de manera proactiva, contribuyendo al diálogo político
 - Participó en eventos cuándo se le invitó
 - No se involucró

8. ¿La cooperación sueca comentó regularmente sus informes narrativos y actividades? Si hubo comentarios, ¿Qué tipo de observaciones fueron?
- Hicieron comentarios y fueron muy útiles
 - Se dieron comentarios regularmente
 - No hubo comentarios regularmente
 - No hubo ningún comentario
9. ¿La valoración por parte de la Embajada respecto a sus sistemas de gestión técnica, administrativa y/o financiera fue de apoyo para usted(es)?
- No hicieron ninguna valoración
 - Si, hicieron una valoración y llevamos a cabo mejoras sobre esa base
 - Si, hicieron una valoración, pero no fueron necesarias mejoras sobre esa base
10. En su opinión, ¿Ha sido efectivo el rol de Suecia en la coordinación de donantes? Si lo hay, por favor provea un ejemplo específico
- En muy alta medida
 - En buena medida
 - En alguna medida
 - En absoluto
 - No sé
11. En su opinión, ¿el apoyo de tipo no financiero a su organización ha sido el mismo o complementario al que recibe de otros donantes con los que coopera? Por favor, proporcione un ejemplo si eligió 'Complementario' o 'Significativamente diferente y con un enfoque substancial'.
- Sin duda alguna, el mismo que otros donantes
 - Complementario
 - Significativamente diferente y con un enfoque substancial
12. ¿Cuál ha sido el área de apoyo más importante en la que Suecia les ha apoyado en orden de importancia?
- Apoyo financiero
 - Apoyo en el diálogo de política o político
 - En el enfoque de red o multiactor
 - En el enfoque integral o transversal, que incluye género, DDHH+
 - Otros:
13. ¿Cuál fue el logro más importante en su cooperación con Suecia a la fecha?

14. Mencione la mejora o cambio más importante que se pudiera llevar a cabo en el marco de la cooperación por parte de Suecia:

Sample and sample strategy

The sample strategy and the sample itself were developed in consultation with the Head and officials of the Swedish Development Cooperation in Colombia in order to identify key actors and to understand the theory of change in each of the cooperation areas. A long and short list was developed based on partners rather than the contributions. Nevertheless, we took into consideration the sample, contributions that allowed us to ensure representativeness as follows: i) look at the past, ii) cover different partner and types, iii) see interaction and complementarity between Colombian and Swedish partnerships, iv) cover the 3 areas of work and v) consider the availability of evaluation and data; vi) look at longer term relationships with partners where there has been cooperation in earlier strategic phases (given that the processes that are being engaged in are long term). The short selection consisted of these 8: United Nations Development Programme (UNDP), UN WOMEN, FAO, Interamerican Development Bank (IDB), Electoral Observation Mission (MOE), DIAKONIA, We Effect, High Commissioner for Human Rights (OHCHR). The long list included a further 5 partners: OLOF PALME, International Organization for Migration (IOM), Netherlands Institute for Multiparty Democracy (NIMD), MAPP OEA, and FONDO ACCION.

The option for the short list was agreed to allow the evaluation in the short time foreseen for the evaluation but also because of the availability of information, particularly evaluations.

Table Annex 3.1 Short list of partners and contributions (updated post inception meeting 25 September)

Partner	Contributions (#)	Final (y/n)	Data (evaluation and review)	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% *2
Diakonia	13538 - Diakonia Colombia 2021-2025	N	89594 - Final evaluation	87,500,000	NGOs and civil society	Core contributions /fund	COL2021a1 COL2021a2	• 1% • 7%
		N				Project-type		
	10781 - Diakonia 2017-2021 *1	Y		63,746,619		Project-type		100 %
UNDP	10295 - UNDPs Program for local peacebuilding 2016-2020	N	65122 - Final Evaluation JR: Evaluation dated March 2021	101,736,369	Multilateral	Project-type	COL20162020a1/2	

Partner	Contributions (#)	Final (y/n)	Data (evaluation and review)	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% *2
	14093 - UNDP Peace Corridors 2021-2024	N		71,000,000		Project-type	COL2021a1	7%
UN Women	16453 - UN Women Strategic note Colombia 2024- 2027	N		44,000,000	Multilateral	Core contributions /fund	COL2021b3	5%
	55190037 - UN Women Colombia 2018- 2023	N		7,680,000		Core contributions /fund	COL2021b3	16%
FAO	13525 - FAO-Col Rural development and resilience 2020-2024	N		73,000,000	Multilateral	Project-type	COL2021c1	59%
	15362 - TetraPak & FAO: Dairy network in Colombia (peacebuilding)	N		1,500,000		Project-type	COL2021c1	4%
	55190026 - FAO Resilience*1	N		25,000,000		Project-type	COL2021c1	0%
IDB	55190039 – Sustainable Colombia Facility – IDB Trust Fund	N	“Evaluacion Intermedia”, December 19 2022.	49,000,000	Multilateral	Core contributions /fund	COL2021c2	6%
Fondo Accion	16464 – FONDO ACCION: Bioeconomy & Climate Action in Colombia	N		50,000,000	NGO and civil society	Project-type	COL2021c1	6%
	10814 - La Minga: Biodiversity use and conservation in Colombia's pacific coast	N		7,000,000		Project-type	COL2021c2	3%

Partner	Contributions (#)	Final (y/n)	Data (evaluation and review)	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% *2
MOE	14687 - Electoral Observation Mission (MOE) 2022-2025	N	94062 - Evaluation	1,550,000	NGO and civil society	Core contributions /fund	COL2021b1	4%
	11603 - Electoral Observation Mission (MOE) 2017-2021*1	Y	65553 - Midterm Evaluation	1,119,7645		Project-type	COL2021b1	100 %
ONU DDHH	55190033 - OHCHR Colombia 2017-2021*1	Y	70564 - External Evaluation	62,600,000	Multilateral	Core contributions /fund	COL20162020a	100 %
	14686 - OHCHR Colombia 2022-2025	N		47,000,000		Core contributions /fund	COL2021a1	2%
IOM	16912 - IOM: Comprehensive Peace System, Colombia	N		20,000,000	Multilateral	Core contributions /fund	COL2021a1	3%
	10773 - IOM: Peace Agreement's transitional justice system	N		29,000,000		Core contributions /fund	COL2021a1	3%
F. Andi	16063 – Private sector & peacebuilding Colombia 2023-2026	N		13,000,000		Project-type	COL2021a1	1%
	55190013 - Public private partnership Hub-ANDI Colombia 2016-2022	Y		6,623,575		Project-type	COL2021a1	100 %

Notes on the table:

*1 these are contributions from the earlier strategy phase, no information on volumes, type of aid etc

*2 The % is the reported proportion (%) of the disbursement by that project (contribution) to the strategic objective by 2024. It gives an (imperfect) estimate of the weight of the sample against the different contribution areas.

Comparison of sample to overall portfolio

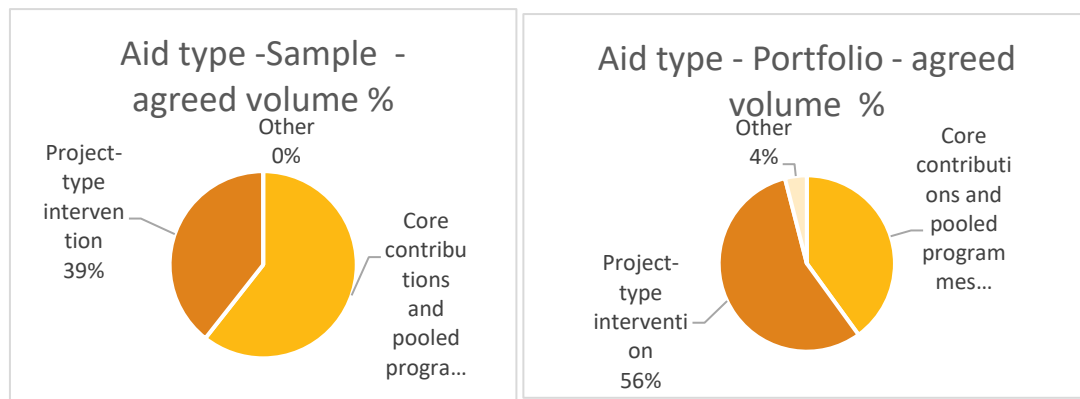
Comparing the proportion by agreed amount (SEK) of the sample with the overall portfolio by disbursement to date shows an over weight in the sample in area 3 (environment, climate and natural resource management) and an underweight in area 2 (human rights, democracy, role of law, gender equality). This is in part due to a single large contribution through FAO (SEK 73million). See figure Annex 3.1

Figure Annex 3.1 Sample and portfolio by agreed volume and disbursement



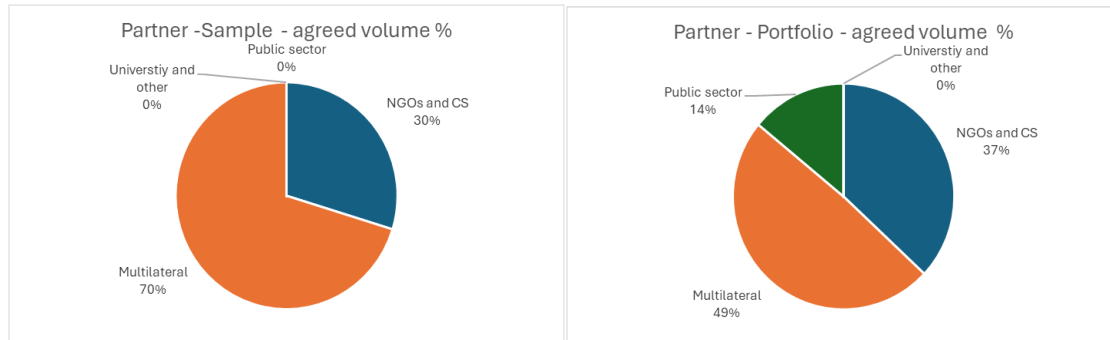
Against aid type, the sample is similar to the portfolio

Figure Annex 3.2 Aid type of sample and portfolio (agreed volume in SEK)



Against partner type, the sample has more on the multilateral partners and none on the public sector and university and other partners of a research and academic nature (see figure Annex 3.3). However, this can be explained partly because the public sector contributions are in reality not with the Colombia public sector but with the Swedish policy and a trust fund held by Norway.

Figure Annex 3.3 Partner type of sample and portfolio (agreed volume in SEK)



Data validation, triangulation, and synthesis

The evaluation matrix in annex 5 identifies the data validation, triangulation and synthesis question by question. In generic terms the approaches data to be collected can be summarised as:

- **A contribution/change story analysis** was undertaken for a few of the key partners to isolate the factors of success or absence of success and the lessons learnt.
- **Matrix synthesis** – Key findings arising from interviews were arranged in a matrix against the evaluation questions and areas of enquiry for all the key interviews. This allowed the views of different partners to be contrasted and compared.
- **Triangulation** – The views of different stakeholders: Swedish, partner and third parties were consulted implicitly during document review and explicitly. The analysis will be look separately at the 3 strategy areas.
- **Validity** - analysis of the validity of the areas of enquiry – a check made in advance of the degree to which the areas of enquiry actually answer the main evaluation question and potential areas of ambiguity.
- **Reliability** – analysis of the degree to which the data and analysis would be the same independent of the evaluator involved and when they undertook the data collection and analysis.

A first overall evaluation wide synthesis was developed in a draft preliminary findings report was made together with a presentation for review and discussion by the Embassy. Comments and feedback were taken into consideration for the finalisation of the data collection and analysis. A second round of synthesis was presented in the draft final report where a more developed and complete evaluation was presented. Finally, comments and feedback on this second document were taken into consideration for the final report.

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Sida. ‘Disbursed per Partner Category.’ [Mail 2 Data and Statistics Evaluation Colombia.zip](#).

Sida. ‘Disbursed since Strategy start area 1_Peace.’ Available at: [Mail 2 Data and Statistics Evaluation Colombia.zip](#).

Sida. ‘Disbursed since Strategy start area 2_Human Rights.’ Available at: [Mail 2 Data and Statistics Evaluation Colombia.zip](#).

Sida. ‘Disbursed since Strategy start area 3_Environment.’ Available at: [Mail 2 Data and Statistics Evaluation Colombia.zip](#).

Relevant Sida Strategies – regional and thematic

MFA, Strategy for Sweden’s regional development cooperation with Latin America 2021–2025, Ministry for Foreign Affairs, Sweden

MFA, Strategy for Sweden’s humanitarian aid provided through the Swedish International Development Cooperation Agency (Sida) 2021–2025, Ministry for Foreign Affairs, Sweden

MFA, Strategy for peace, security and stabilisation 2024–2028, Ministry for Foreign Affairs, Sweden

MFA, Strategy for Capacity Development, Partnerships and Practices Supporting the 2030 Agenda for Sustainable Development, Ministry for Foreign Affairs, Sweden

MFA, Strategy for support via Swedish civil society organisations 2018-2022, Ministry for Foreign Affairs, Sweden

MFA, Strategy for Sweden's development cooperation with civil society 2024, Ministry for Foreign Affairs, Sweden

MFA, Strategy for Sweden’s global development cooperation in the areas of environmental sustainability, sustainable climate and oceans, and sustainable use of natural resources 2018–2022, Ministry for Foreign Affairs, Sweden

Annex 5 – Evaluation matrix

Annex 3 provides a rationale for the evaluation questions and the selected areas of enquiry. This evaluation matrix details the areas of enquiry and guiding indicators that would be necessary to answer and shed light on the evaluation questions. The areas of enquiry and guiding indicators are not necessarily be reported on individually but will be used to gather data and insight on the overall question. The evaluation matrix identifies the data sources as well as the instruments and methods to be used to collect and analyse the data. Finally, a comment is made on the validity and reliability of the indicators. Validity means that the indicators will measure and provide insight into what the judgement criteria sets out to determine (accuracy). Reliability means that another person carrying out the methodology is likely to come to the same findings (consistency). the assessment of reliability takes into account the limitations as outlined earlier and is assessed to be satisfactory if: i) a range of data sources and methods have been identified do that the triangulation can take place; ii) it is possible and practice to involve different evaluators in the interpretation and analysis of the data; iii) the available sample or data set is large enough to avoid over reliance on a few projects or data points that may not be typical. Where one or more of these criteria are likely to be missing the reliability is assessed as potentially problematic. The truly independent sources were:

- Partners
- Other donors
- Embassy staff
- National stakeholders and beneficiaries
- Independent evaluations

Question	Area of enquiry / Indicators	Data	Methods	Notes on data availability, validity and reliability
Strategic relevance Q1: To what extent did the strategy for Swedish cooperation and choice of partners correspond to the country context, the Swedish goals and needs and priorities of target groups?	- The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances - The partners chosen had a clear mandate and capacity and were appropriately supported for advancing the goals of the Swedish strategy - A policy and political agenda targeted messages that supported the goals of the Swedish strategy	Documents – - Swedish strategy, evaluation of earlier strategies, internal workshop records, strategy planning, theory of change and strategy reporting, partner analysis, engagement strategy and correspondence/ meeting notes with partners - Partner strategies, partner track record Stakeholder perspectives - Embassy staff, Swedish MFA - Partner representatives - Other donors and implementing agencies - Country institutions including NGO forums and government bodies	Desk review of key documents- against the areas of enquiry and sample of partners Interviews/ (focus group discussion) of stakeholders- all relevant embassy staff individually and through focus discussion group (by area). Selected sample of partners and other stakeholders related to the sample and within the 3 areas. Where relevant and appropriate the interviews will be recorded and synthesised by AI (and supported by interview check list) Triangulation – Swedish, partner and third parties will be consulted during document review. The analysis will be look separately at the 3 strategy areas.	Data availability: The Swedish documents are largely in place although the policy and political agenda, partner analysis, engagement strategy and interaction will be more implicit and difficult to track down Validity: The main areas of enquiry centre on whether the 7 strategic objectives of the strategy reflect where Sweden can add value and whether the downstream choice of partners was appropriate – this will give a good insight into whether the Swedish strategy “did the right thing” Reliability: the areas of enquiry and evaluation matrix provide a systematic basis for judgement combined with a relatively high potential for triangulation.

Question	Area of enquiry / Indicators	Data	Methods	Notes on data availability, validity and reliability
Results Q2 Is the strategy achieving its objectives?	• A reliable results framework is in place at the strategy level and among partners • The outputs reported are in line with plans and can be verified • There is evidence of transformational outcomes • There are reasons to believe that the outcomes achieved will be sustained	Documents – • Contribution document, partner narrative reporting (annual), Sida statement on reports, Sida conclusion on performance (annual), Partner completion report (when finalised), Sida appraisal report Stakeholder perspectives – • Embassy staff, Swedish MFA • Partner representatives • Other donors and implementing agencies • Country institutions including NGO forums and government bodies	As above A contribution analysis will be considered for a few of the key partners to isolate the factors of success or absence of success and the lessons learnt. A survey was developed-tailored to confirm or not initial findings Unexpected results – the interviews will introduce a question /enquiry on unexpected results and a reflection on lessons learnt.	Data availability: The documents have a high degree of availability – there might be some missing or difficult to find in practice but this is not expected to significant. It is likely that there will be difficulty in interviewing partners and using remote meetings will help in ensuring availability Validity: The areas of enquiry are valid in that they follow a sequence of testing the results framework, the outputs, the outcomes and finally the likely sustainability. It will be important to isolate the “factors” behind success or its absence. Reliability: As most of the contributions are ongoing rather than finalised, it will not be easy to be definitive on the achievement of results, there will be an element of judgement. A lot will depend on the quality of results frameworks both at Sida strategy and partner contribution level.
Cooperation approach Q3 Was the strategy well managed and implemented?	• A donor and external development partner mapping and active participation in coordination	Documents – • Donor mapping • Contribution documents (project description and	Desk review of key documents- against the areas of enquiry and sample of partners	Data availability: It appears that an overview of donor activities might be difficult to obtain. The evaluation cannot re-

Question	Area of enquiry / Indicators	Data	Methods	Notes on data availability, validity and reliability
	• The programme was compatible and well-coordinated with other donor and external development partner interventions • The management, procurement and financial control systems of key partners were assessed at entry. • The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources	documents related to the narrative reporting) • Minutes of meeting and TOR of the coordinating bodies (especially when Sida in lead) Stakeholder perspectives – • As above but with focus on donors and coordinating forums	Interviews/ (focus group discussion) of stakeholders- all relevant embassy staff individually and through focus discussion group (by area). Selected sample of partners and other stakeholders related to the sample and within the 3 areas. Triangulation – Swedish, partner and third parties will be consulted during document review. The analysis will be look separately at the 3 strategy areas.	create this and will need to find a way of simplifying. On efficiency the data on international organisations is likely to be better than for NGOs and other partners. Validity: The areas of enquiry are valid – the focus on efficiency is on the degree of entry and implementation assessment – to add value the evaluation will also need to look at the quality of the assessment. Reliability: The absence of a donor overview will complicate the analysis. What is meant by “compatible and well-coordinated” will need to be further unpacked (absence of overlap, activities that are supportive and complementary, focus on areas where donors had comparative advantage, big gaps not missed)

Annex 6 – Stories of change

16 PAZ, JUSTICIA
E INSTITUCIONES
SOLIDAS



Story of Change

MOE: Strengthening Democracy for Economic and Social Stability in Colombia

When democracy falters, the economy suffers—take Venezuela, for example. Protecting democracy is essential for maintaining a healthy market economy. In Colombia, the situation can be described as one with significant 'surface turbulence' but no visible risks of structural institutional breakdowns. However, high levels of political polarization disrupt the balance, making it critical to safeguard democracy against potential fractures. Colombia remains susceptible to internal conflicts, and Sweden contributes decisively and consistently to the democratic process

Duration 2005 - Actualidad	Investment 16.000.000 SEK	
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Expected Change

In 2005, Colombia approved presidential re-election amidst the crisis known as "parapolitics," prompting the need for electoral observation initiatives. At the time, Colombia lacked civil society organizations dedicated to ensuring electoral oversight, unlike other Latin American countries such as the Dominican Republic and nations in the Southern Cone. Sweden's Embassy played a decisive role in the creation of the Electoral Observation Mission (MOE) and has remained one of its strategic partners to this day.

Instruments of Change


Institutional Strengthening


Long-term support.


Strategic partnerships


Informed and strategic diplomacy.


High-level dialogue.


Flexible financing.

Achieved Change

Today, Colombia has a permanent Electoral Observation Mission (MOE) with independence, technical and methodological robustness, and internationally recognized reports. The MOE operates across much of the national territory through a network of 34 NGOs, social pastoral organizations, and partner universities. Its presence and influence are evidenced by its 18 years of continuous operation.



Misión de Observación Electoral – Saludo del personal histórico correspondiente a 2007 - 2013

Implemented by: MOE (Misión de Observación Electoral)

Implementing Partners: European Union, Open Society Foundations, National Endowment for Democracy, Institut für Auslandsbeziehungen (IFA).

Area 2: Story of Change for Misión de Observación Electoral (MOE)



Story of Change

Support Fund for Colombian Civil Society: Participatory Knowledge for Peacebuilding and the Transformative Role of Civil Society Organizations (CSOs)

"In general, Sweden demonstrates a strong commitment to creating an enabling space for civil society organizations (CSOs), especially in issues related to peace and human rights, where it always maintains a prominent presence. As a co-partner, Diakonia is also actively involved in these efforts. Additionally, Sweden shows a particular interest in promoting and raising the visibility of CSOs both nationally and internationally, fostering more coordinated work at all levels."

Achieved Change

An integrated approach was consolidated, linking peacebuilding, human rights, and humanitarian action under the framework of International Humanitarian Law (IHL), allowing for the reduction of violence and facilitating peace negotiations. The Colombia Strategy strengthened the protection of human rights defenders, leaders, and communities through risk reports, protection plans, and political advocacy. Additionally, women's leadership in territorial agendas was promoted, and progress was made in the inclusion of their rights. Local organizations enhanced their capacity to influence public policies and defend territories, leading to greater visibility and recognition of their role in peacebuilding in conflict-affected areas such as Cauca, Chocó, and Magdalena Medio.

Implemented by: Act Church of Sweden, Civil Rights Defenders, Diakonia, ForumCiv, We Effect.

Observers: SweFOR

Administration and Technical Follow-up: Diakonia

Duration
2022 - 2025

Investment
94,000,000 SEK



Expected Change

It is expected that, through the Support Fund for Colombian Civil Society, the capacities and resources of civil society will be strengthened to contribute to peacebuilding, respect for human rights, and social justice in regions affected by armed conflict. This will enhance favorable territorial conditions for peace, improve civil society's capacity to promote lasting and inclusive peace, and increase the institutional capacity of the state by facilitating civil society's access to dialogue and conflict resolution spaces.

Instruments of Change



Swedish Funding



Monitoring and Follow-up



Dialogue



Advocacy Actions



Participatory Social Research and
Critical Analysis of Reality



"Image taken from the article titled 'Swedish Cooperation Organizations in Colombia Launch the SVEO Fund', published on the We Effect website. Available at: <https://latin.seeffect.org/historias/organizaciones-de-la-cooperacion-sueca-en-colombia-lanzamos-el-fondo-sveo/>. All rights reserved as per We Effect's terms."

Area 2: Story of Change Fondo SVEO



HISTORIA DE CAMBIO FONDO LA MINGA: UNA INVERSIÓN PARA ASEGURAR LA SOSTENIBILIDAD DEL PACÍFICO COLOMBIANO.

"Sweden, with La Minga, focused on the marine-coastal regions, understood that this process should not be rushed. They grasped the context and worldview of the Afro-Colombian communities and contributed to mediation efforts throughout the project, including their support during the crisis. Sweden demonstrated flexibility in the face of situations, actively participating in the solution from their role."

Achieved Change

Women have established themselves as guardians of the mangrove, successfully implementing self-regulation measures and leading the conservation of this vital ecosystem. The collection of piangua has ceased to be a mere subsistence activity and has transformed into a symbol of pride and empowerment. Now, women have raised their voices in community decision-making spaces, strengthening their role within the community and leading a dignified and sustainable practice that promotes mangrove conservation.

Implemented by: Fondo Acción; Todos Juntos; Conservation International

Implementing partners: Ministry of Environment and Sustainable Development, regional environmental authorities of Codechocó and CVC, and the community councils of Riscales in Nuquí, Chocó, and La Plata and Chucheros in Buenaventura, Valle del Cauca.

Duration
(2017 - Present)

Investment
€ 532,252.05

**Fondo
Acción**

**CONSERVATION
INTERNATIONAL**



Expected Change

The sustainability of the protected areas of the Colombian Pacific is secured, one of the most biodiverse regions on the planet, home to over 1,400 species, including the best-preserved mangroves in the country and the largest humpback whale breeding ground in the region. Effective conservation and sustainable management of over 350,000 hectares were achieved through the active and meaningful participation of local ethnic communities, who have inhabited this territory for generations. This ensures the long-term protection of these natural landscapes, as well as the preservation of their cultural traditions.

Instuments of Change



Financing



Community Dialogue



Capacity Building for Leadership



Gender Approach



Image taken from: *Expedición la Minga, un journey through the Colombian Pacific.*



Area 3: Story of Change Fondo Acción



STORY OF CHANGE

Building Sustainable Peace in Colombia: MAPP-OAS and Sweden Partnership.

"Sweden has supported from the beginning and contributes to the basket fund since its creation in 2012. This support is reliable, and it is called upon because investing in peace is investing in the conservation of nature, the environment, and in the possibility of making a qualitative and definitive leap for the territories. To facilitate investment, one must also invest in peace."

Duration
(2004 – 2027)

Investment



OEA MAPP

Misión de Apoyo al Proceso de Paz en Colombia

Expected Change

In 2004, Colombia initiated the peace process with the United Self-Defense Forces of Colombia (AUC), resulting in the demobilization of 36,000 members. In response to this challenge, the Colombian Government requested the Organization of American States (OAS) to create a mission to accompany and verify the peace process. It was expected that this mission would contribute to peacebuilding by generating trust within communities, strengthening key public policies, and developing state capacities to ensure the autonomous provision of essential services.

Instruments of Change



Territorial Presence



Technical Assistance



Direct Support to Institutions



Political Dialogue

Achieved Change

The mission has been renewed 9 times over more than 20 years (2004-2027), successfully mobilizing strategic public policies at key moments in the peacebuilding process in Colombia. Notable milestones include: 1) strengthening transitional justice through capacity development of the JEP, 2) empowering key actors and subjects for collective reparation (JAC, ethnic groups, etc.), and 3) strengthening the policy of restitution for ethnic lands. All of this was done in response to the explicit needs and requests from the Colombian government to receive this advisory support, until they can provide these services autonomously. A total of 25 topics are addressed with an annual budget of 8 million USD, effectively covering strategic territories for peacebuilding.

Implemented by: MAPP-OAS



Area 1: Story of Change Organización de los Estados Americanos (OEA)



Story of Change

Influence on the Youth Public Policy of Florencia (Caquetá) by CMJ youth, youth platforms, and young people in general.

"The Swedish Embassy was present in political advocacy spaces to mobilize political commitment from actors at the legislative (National Congress) and executive levels. The embassy also shares the same principles as NIMD; they are not neutral because they defend democracy. There were ongoing meetings and dialogue in defense of democratic space. There were synergies with spaces led by NIMD, such as the one on political violence against women, where key partners such as UN Women were involved..."

— NIMD

Achieved Change

The youth participation subsystem in Tolima, Cauca, and Caquetá was verifiably impacted. The impact was not only individual but also on Youth Municipal Councils and youth participation platforms. The project created conditions for greater inclusion of youth and women. Unorganized youth, youth councilors, and platform members worked together in Florencia (Caquetá) and achieved concrete inputs that are now part of the Youth Public Policy of the city.

Duration
40 meses (enero 2021 – abril 2024)

Investment
COP 3.047.415.840

Netherlands Institute for
Multiparty Democracy
Instituto Holandés para la Democracia Multipartidaria



Expected Change

Achieve influence in the development of action plans and policies in the departments of Caquetá, Tolima, and Cauca, thanks to the support and innovative tools provided by NIMD and its partners.

Instruments of Change



Flexible and Coordinated Swedish and Dutch Funding.



Opening of Dialogue Spaces with Other Donors, Especially the Netherlands



Launch of Innovative Projects in Defense of Democracy



Advocacy Processes in Florencia, Caquetá.

Implemented by: NIMD – Netherlands Institute for Multiparty Democracy
Implementing Partners: SIDA and Quórum

Area 2: Story of Change Netherlands Institute for Multiparty Democracy (NIMD)



STORY OF CHANGE

COOPERATIVISM: A PILLAR OF PEACE AND RECONCILIATION.

Swedish Cooperatives Coompanion, HSB, LRF, and Lantmännen visited Colombia in 2023 and 2024, where they offered workshops and shared their own history of over 100 years in Sweden. This inspired coffee growers from Cooagropaz (a cooperative associated with Ecomun), who established various partnerships. Today, they are on the verge of exporting coffee from Huila to Sweden. Great changes or successes won't take 100 years—Colombian cooperatives can already celebrate these achievements in just seven years. There are also many stories related to other value chains such as fish farming, sustainable livestock, and beekeeping.

Achived Change

Ecomun has evolved from being a cooperative to becoming a third-level social and solidarity economy organization that currently encompasses 10 federations, which in turn bring together 194 cooperatives. Today, there are over 250 enterprises born from this associative model. This approach has expanded to regions across the country, such as Montes de María, through FEDECARIBE (a federation associated with Ecomun), with support from We Effect and the Swedish Embassy in Colombia, even in areas with limited international cooperation. The cooperatives not only include signatories of the Peace Agreement but also victims of the armed conflict and the broader civil society, weaving stories of reconciliation in every territory where they operate. In doing so, they contribute to the construction of a sustainable and inclusive peace.

Implemented by: We Effect

Implementing Partners: ECOMUN, FEDECARIBE in "Montes de Maria" and 76 mixed cooperations and 21 from women.

Duration
74 months(2018 - present)

Investment
SEK
21.287.203



Expected Change

Strengthen the social and economic reintegration of the signatories of the 2016 Peace Agreement through Ecomun and its associated organizations, establishing them as key cooperatives in the implementation of the Agreement. The Agreement defined cooperativism as a driving force for fostering a social and solidarity-based economy in Colombia. This initiative represents the joint efforts of former FARC-EP combatants and local communities to build Peace with Social Justice, Reconciliation, and a model of Buen Vivir (Good Living).



Instruments of Change



Exchange of Experiences



Political Dialogue



Technical Productive Support and Comprehensive Empowerment of Women



Organizational and Governance Assessment and Support



ECOMUN – IMAGE TAKEN FROM THE OFFICIAL PAGE OF THE ORGANIZATION

Area 1: Story of Change We Effect



STORY OF CHANGE

STRENGTHENING PEACE: CONSOLIDATION OF THE INTEGRAL SYSTEM FOR JUSTICE AND RECONCILIATION IN COLOMBIA

Duration

31 de marzo de 2018 al 30 de abril de 2024 – 6 años y 3 meses

Investment

\$29,000,000.00
Swedish Krona



Expected Change

A fund to support the implementation and launch of the Integral System for Peace in Colombia, and to promote and influence the participation of victims, former combatants, those appearing before the court, and civil society in the defined mechanisms. These contributions are outlined within the framework of Point 5 of the Agreement, with the first contribution even occurring before the signing of the 2016 Peace Agreement.

"We are very grateful for the support from the Swedish Embassy and for the work of IOM in managing this support through you. We have been able to hire very enthusiastic analysts who have helped us process large amounts of information, especially the narratives provided by the victims. We have thousands of victims who tell us in great detail about their suffering and the events of their cases."

— Presiding Magistrate, Case 01 – Recognition Chamber

Instrumentos de cambio



Respaldo para implementar sus propias estrategias y planes.



Participación de víctimas y excombatientes.



Fortalecimiento Institucional



Flexibilidad para incluir a todos los actores y territorios



Apoyo adaptado y en constante evolución.



Generación de confianza

Achieved Change

A new institutional framework was established in Colombia, consisting of the Special Jurisdiction for Peace (JEP), the Search Unit for Disappeared Persons (UBPD), the Commission for the Clarification of Truth, and the Follow-up Committee to the recommendations of the commission's report. Today, these institutions are consolidated and operate with strength and effectiveness. The support received accelerated their implementation, enabling effective accompaniment in 6 of the 7 macro-cases of the JEP. Sweden has been key in the search for missing persons, providing unrestricted support to the National Search Plan and its regional plans. Its backing has facilitated coordination between institutions, victims, civil society, ex-combatants, and other actors, driving the shared goal of finding the disappeared.



Implemented by: IOM

Implementing Partner: SIDA

Hearing of Victims' Observations on the Voluntary Statements of the Former Combatants of the Disbanded Caribbean Bloc of the FARC-EP / María La Baja – Bolívar

Area 1: Story of Change International Organization for Migration



STORY OF CHANGE

Inclusive Linkages: Transforming Local Suppliers into Competitive Actors for Sustainable Development

"Here we saw that farms can create jobs for the family, establish a business, and even become an enterprise—and even better if it's agroecological... Farmers should first cultivate for themselves and their families, and then sell a quality product in the market... If there's surplus produce, you have to decide how to sell it and not sit idly by: go to the marketplace, speak with the local government, and visit development offices."

Achieved Change

A strategic alliance was consolidated between cooperation actors and the private sector, led by ANDI, along with the *Corporación Premio Emprender Paz* and the *Fundación Ideas para la Paz*, strengthening inclusive linkages. With Sweden's support, the Foundation experienced significant growth, increasing its managed funds from 120 million COP to 2.5 billion COP and expanding to new regions such as Urabá, Turbo, Putumayo, and Guaviare. It also implemented innovative and sustainable methodologies, incorporating gender and climate change approaches. Despite not receiving support from Sweden in 2022-2023, the Foundation maintained its growth and quality, demonstrating independence and resilience.

Implemented by: ANDI and Fundación ANDI
Implementation Partners: SIDA and USAID

Duration
 01/07/2016-
 30/01/2019

Investment
 \$5,611,002,690
 COP



Fundación
ANDI

ANDI

MÁS PAÍS



USAID
 FROM THE AMERICAN PEOPLE

Expected Change

A project aimed at strengthening the productive linkage of small-scale producers in rural areas, particularly in peace territories, by formally integrating them into the productive chains affiliated with the industry through an Inclusive Competitiveness strategy. This strategy encourages and supports companies to include vulnerable populations in their businesses, promoting competitiveness through an inclusive lens. Since 2013, the initiative began as a roundtable of stakeholders implementing productive projects, and by 2015, the linkage strategy was established. In 2019, this approach was validated as the most suitable path to foster sustainability and improve producers' competitiveness. After 10 years of continuous collaboration with Sweden, the project has matured, and the aim is to consolidate sustainable partnerships that enhance these producers' participation in the formal market, increase their incomes, and strengthen peace in these regions.

Instrument of Change



Knowledge Management



Business Recognition



Training and Scalability



Productive Linkage



Inclusive Sourcing Methodology



Transfer and Replicability



Diagnosis

Las grandes empresas que apoyan a los pequeños productores

Pequeñas asociaciones de los que dependen centros de formación para los cultivos de valor de las compañías más importantes del país



Inclusive Linkage Project between Crepes & Waffles and Strawberry Producers

Area 1: Story of Change Fundacion Andi



STORY OF CHANGE

Strengthening the Gender Approach in Peacebuilding and Socioeconomic Transformation in Colombia

“From UN Women, Sweden has been present as a prior ally and partner. It has been collaborating with UN Women since its previous institution. This contribution has been developing at the country level for several years. The collaboration in the areas of work, peace, and security is where these strategic alliances are established.”

Achieved Change

Within the framework of the Comprehensive System for Truth, Justice, Reparation, and Non-Repitition, institutional capacities to address sexual violence in the context of the armed conflict were strengthened by incorporating international standards and ensuring a survivor-centered perspective. This effort was complemented by the production and dissemination of the documentary “*Cuando las Aguas se Juntan*” (“*When the Waters Come Together*”), which not only highlighted the essential role of women in peacebuilding but also amplified their voices in international forums. Simultaneously, the strengthening of women’s political leadership resulted in concrete actions, such as the “*Más Mujeres, Más Democracia*” (“*More Women, More Democracy*”) program, which trained over 1,000 women to effectively participate in local and national elections, consolidating leadership networks in departments like Cauca, Nariño, and Chocó. This political advancement was linked to significant economic transformations, as initiatives connected women-led productive projects with commercial opportunities. These efforts boosted their economic empowerment and expanded their participation in strategic sectors.

Implemented by: UN Women

Duration
(2018 - 2023)

Investment
79 800 000
SEK



Expected Change

UN Women, in partnership with Sweden, aims to contribute to the empowerment of women in Colombia by promoting their participation in peacebuilding, integrating a gender perspective into public policies, and ensuring their rights to a life free from violence. Significant impact was anticipated in areas such as transitional justice, women’s political and economic leadership, and strengthening institutional and community capacities.

Instruments of Change



Exchange of Experiences



Technical and Training Assistance



Dialogue and Alliances



Economic Initiatives



Area 1: Story of Change United Nations Women



TRANSFORMATION OF AGRI-FOOD SYSTEMS AS A DRIVER OF PEACE IN COLOMBIA: Peacebuilding, sustainable development, and effective innovation in Nariño, Putumayo, Córdoba, and Bolívar through resilient and sustainable territorial transformation.

Duration
46 Moths
1/7/2020-
31/03/2024

Investment
US \$7,819,831



Food and Agriculture
Organization of the
United Nations



Expected Change

The communities prioritized in territories affected by armed conflict have strengthened their productive, social, and commercial processes through resilient livelihoods that address contextual risks. Additionally, they have implemented sustainable practices to improve the ecosystem services in their environment and adopted technological and financial innovation systems to optimize their productive processes. At the same time, institutional and community networks have been established as platforms for advocacy and management, aimed at the comprehensive reparation of victims in the prioritized territories.

The three main pillars of the narrative—gender, environment, and peace—have always been an integral part of Sweden's strategy and align with the mission of the FAO. There is a clear affinity in these areas, which facilitates the development of projects linked to the SDGs. When efforts address the true needs of the territories, concrete evidence emerges that transforms people's lives

Instruments of Change



Funding



**Care and Economic
Reactivation Model**



Technical Assistance



Innovation and Technology

Achived Change

Rural families, previously isolated due to displacement, organized into associations, signed conservation agreements, and received training to manage their natural resources. This strengthened the social fabric and empowered community leaders to make strategic decisions, increasing resilience to extreme climate events. Additionally, they implemented practices such as forage storage to cope with heat, generated employment, and established direct buying and selling channels, ensuring the sustainability of the associations after the project's completion.

Implemented by: FAO

Simplementing Partners:

URT, Ministry of Agriculture and Rural Development (MADR), and Ministry of Environment and Sustainable Development (MADS).



Area 1: Story of Change The Food and Agriculture Organization (FAO)

Annex 7 – Survey results

Introducción

En el marco de la evaluación de la Estrategia de Cooperación Sueca, se llevó a cabo una encuesta dirigida a las organizaciones socias de cooperación. La encuesta fue enviada a 18 representantes de estas organizaciones, de los cuales se obtuvo un total de 12 respuestas, lo que permitió recopilar información relevante para el análisis.

La encuesta constó de 14 preguntas, de las cuales 12 eran de selección múltiple (5 de ellas acompañadas de preguntas abiertas complementarias) y 2 preguntas eran completamente abiertas. Las preguntas fueron cuidadosamente diseñadas para complementar los datos obtenidos a través de entrevistas y la revisión de la documentación secundaria relacionada con los proyectos de los socios. Asimismo, se aseguraron de alinearse con los criterios y objetivos de la evaluación, garantizando que la información recolectada fuera pertinente y de utilidad para el análisis final.

Sistematización de resultados

A la fecha del 13 de noviembre de 2024, se contaba con un total de 13 respuestas por parte de los socios de cooperación.

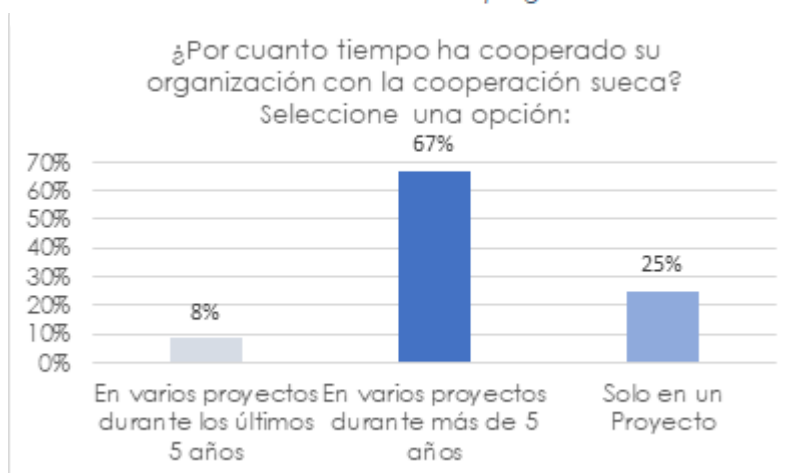
A continuación, se detallan las preguntas planteadas:

¿Por cuánto tiempo ha cooperado su organización con la cooperación sueca?
Seleccione una opción:

Análisis

El 67% de los encuestados indicó haber mantenido relaciones de cooperación con Suecia durante más de cinco años y en varios proyectos, lo que evidencia el enfoque de largo aliento de Suecia hacia la sostenibilidad y el impacto de sus alianzas. Este hallazgo es consistente con entrevistas e información secundaria que destacan la importancia de estas relaciones prolongadas. Por otro lado, el 25% mencionó haber colaborado solo en un proyecto, lo que podría reflejar casos más específicos, nuevos o limitados de intervención.

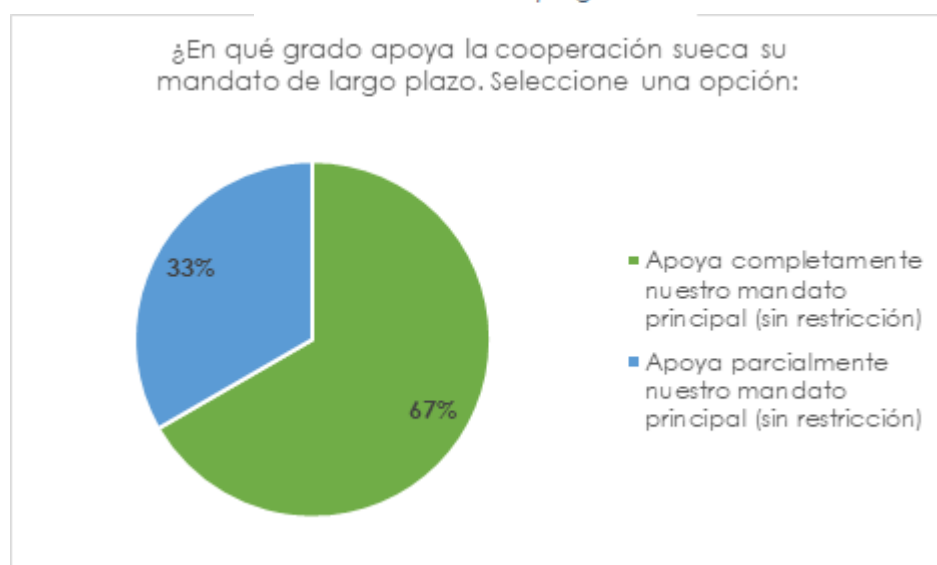
Ilustración 1. Resultados pregunta 1



¿En qué grado apoya la cooperación sueca su mandato de largo plazo? Seleccione una opción: Sí es relevante, por favor, describa brevemente la nueva área de trabajo.

Respuestas

Ilustración 2. Resultados pregunta 2



Análisis

El 67% de las organizaciones considera que la cooperación sueca apoya completamente su mandato sin restricción alguna, seguido de un 33% que considera que lo apoya de modo parcial. Este resultado refleja el alineamiento estratégico entre Suecia y sus socios, lo que permite establecer relaciones de cooperación basadas en la confianza mutua y objetivos compartidos. Este enfoque está en línea con los lineamientos de Suecia, que priorizan la colaboración con organizaciones cuyas agendas coincidan con

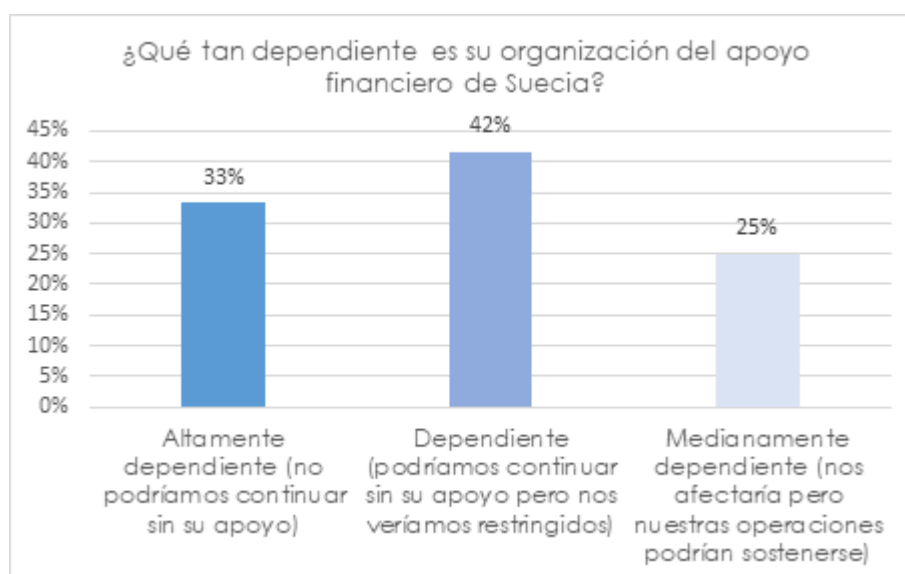
sus prioridades e intereses de cooperación, tales como la promoción de la paz, los derechos humanos y el desarrollo sostenible. Además, esta alineación facilita una implementación más eficiente de los proyectos, ya que ambas partes comparten visiones y valores que potencian los impactos esperados en las comunidades beneficiadas.

¿Qué tan dependiente es su organización del apoyo financiero de Suecia?

Análisis

Se encontró que Suecia, en la mayoría de los casos, actúa como un apalancador estratégico que permite a las organizaciones fortalecer sus estrategias y ampliar sus acciones, más allá de ser un único sustento financiero. Sin embargo, el 33% que depende completamente del apoyo indica la importancia de mantener y quizás incrementar el respaldo financiero a ciertos actores clave para evitar riesgos en la continuidad de proyectos esenciales.

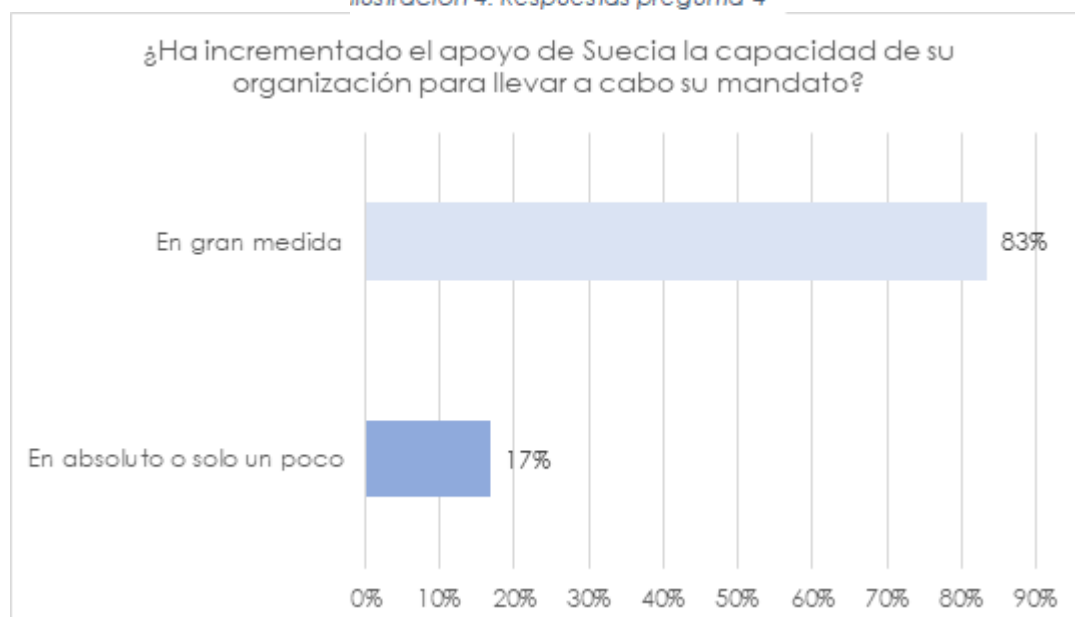
Ilustración 3. Resultados pregunta 3



¿Ha incrementado el apoyo de Suecia la capacidad de su organización para llevar a cabo su mandato? Si la capacidad ha incrementado por el apoyo de Suecia, por favor provea un ejemplo.

Respuestas

Ilustración 4. Respuestas pregunta 4



Análisis

El 83% de las organizaciones indica que el apoyo de Suecia ha incrementado en gran medida su capacidad para cumplir con su mandato. Este hallazgo subraya la percepción de Suecia como un aliado estratégico y clave, no solo por el respaldo financiero, sino también por el soporte técnico que ofrece.

¿Suecia ha llevado a cabo un diálogo con el gobierno o con otras organizaciones, que ha contribuido a los objetivos de su organización? Por favor de un ejemplo: Por favor, describa el tipo de contribución.

Respuestas

Ilustración 5. Respuestas pregunta 5



Análisis

El 58% de los socios considera que Suecia ha contribuido en gran medida a sus objetivos a través del diálogo con el gobierno u otras organizaciones, demostrando ser un actor clave en la promoción de la paz, la justicia transicional y el fortalecimiento de capacidades en Colombia, a través de una combinación de apoyo político, financiero y técnico. Su contribución se refleja en diferentes niveles y dimensiones, desde el ámbito territorial hasta el internacional, logrando incidir significativamente en los objetivos de las organizaciones acompañadas.

A continuación, se presenta un análisis desagregado por tipo de respuesta:

Contribuciones en gran medida:

Apoyo político y advocacy: Suecia ofrece respaldo político a través de advocacy en múltiples espacios.

Relacionamiento estratégico: Promueve relaciones clave con el sector privado y otros actores.

Paz y cooperación internacional: Su papel en la implementación del Acuerdo de Paz y operaciones del Banco Mundial demuestra una incidencia estratégica en procesos constructivos.

Complementariedad en procesos de paz: El trabajo conjunto entre Suecia, el gobierno colombiano y las organizaciones mejora los esfuerzos hacia el logro de la paz.

Renovación del Mandato de la MAPP/OEA: Suecia facilita acuerdos diplomáticos clave y fortalece capacidades para el diálogo y la transformación de conflictos.

Rol en construcción de paz: Su papel en la agenda de construcción de paz y la promoción del diálogo es fundamental para involucrar actores clave de la sociedad.

Contribuciones moderadas (Un poco):

Visibilización territorial: Visitas de la Embajada Sueca han ayudado a destacar vulneraciones de derechos humanos.

Cooperación internacional similar: Intercambio con países que manejan cooperaciones similares.

Rol en justicia transicional: Suecia apoya procesos políticos y financieros, coincidiendo con los intereses de organizaciones como el ICTJ.

Intermediaciones específicas: Apoya meditaciones y donaciones en proyectos como la construcción de un velero. Acción llevada con la Universidad Nacional en Medellín.

Observaciones generales:

Intermediación activa: Suecia ha jugado un rol de intermediación entre actores locales e internacionales.

Incidencia multinivel: Actúa desde lo local hasta lo internacional, destacando su versatilidad en la construcción de paz, justicia transicional y apoyo al sector privado.

Fortalecimiento de capacidades: Sus proyectos tienen un enfoque claro en el desarrollo de capacidades, tanto técnicas como políticas.

¿La cooperación con Suecia ha expuesto a su organización a riesgos adicionales?

Análisis

El 100% de los socios considera que Suecia no los ha expuesto a ningún riesgo durante los acuerdos de cooperación.

¿La cooperación sueca ha participado en alguna actividad o evento que su organización ha impulsado u organizado? Por favor, proporcione un ejemplo si eligió la primera opción.

Respuestas

Ilustración 6. Respuestas pregunta 5



Análisis

El total de los socios encuestados considera que Suecia ha desempeñado un papel activo en actividades o eventos organizados por su organización. El 58% dice que Suecia ha participado en eventos a los cuales los han invitado, y el 42% ha contado con el apoyo de Suecia de manera proactiva contribuyendo al diálogo político.

Lo anterior evidenció que Suecia ha desempeñado un rol activo y diverso en actividades y eventos organizados o impulsados por diferentes organizaciones en Colombia, mostrando una clara disposición para contribuir al diálogo político, fortalecer alianzas estratégicas y promover la visibilidad de temas prioritarios en territorios vulnerables. Resalta tanto su participación proactiva como su apoyo cuando se le ha invitado, evidenciando su capacidad para adaptarse a distintos escenarios y necesidades.

Participación proactiva en el diálogo político

La cooperación sueca ha demostrado un compromiso significativo mediante el impulso y la participación activa en eventos estratégicos. Un ejemplo relevante es su alianza con la Editorial Planeta, que permitió la producción de un documental y la publicación de al menos dos libros clave: Verdades Compartidas y una obra sobre las innovaciones de la Comisión de la Verdad (próxima a publicarse en 2025). Estas acciones han ampliado el alcance de los esfuerzos en justicia transicional y memoria histórica, fortaleciendo la narrativa sobre los avances en la construcción de paz en Colombia. **Esta acción fue llevada a cabo con el Centro Nacional de Justicia Transicional.**

Además, Suecia ha utilizado su capacidad diplomática para extender llamados al gobierno colombiano, acelerando la renovación del Mandato de la MAPP/OEA hasta 2027. Su participación activa en reuniones del Fondo Canasta y en Misiones de Alto Nivel ha contribuido a visibilizar las realidades de los territorios más afectados por la violencia y la presencia de grupos armados ilegales, promoviendo soluciones y generando alianzas estratégicas.

Participación en eventos clave organizados por otros

Aunque en algunos casos Suecia ha actuado bajo invitación, su contribución sigue siendo relevante. Por ejemplo, su presencia en eventos como la recepción del Alto Comisionado de Derechos Humanos en Colombia, la Convención Ambiental en Bogotá y la Convención Campesina, demuestra su apoyo a iniciativas locales y regionales. Adicionalmente, su involucramiento en actividades comunitarias como Tejiendo Saberes, enfocada en la inclusión de jóvenes en procesos de pesca artesanal, resalta su enfoque hacia el desarrollo de capacidades locales.

Eventos y talleres locales con impacto estratégico

Suecia también ha apoyado encuentros y talleres locales que de otro modo no habrían sido posibles, desempeñando un rol central en su viabilidad e implementación. Estas actividades han promovido el diálogo comunitario, la inclusión social y la participación activa de diversos actores, fortaleciendo el tejido social en comunidades afectadas por la pobreza y la exclusión.

Participación en eventos de premiación y reconocimiento

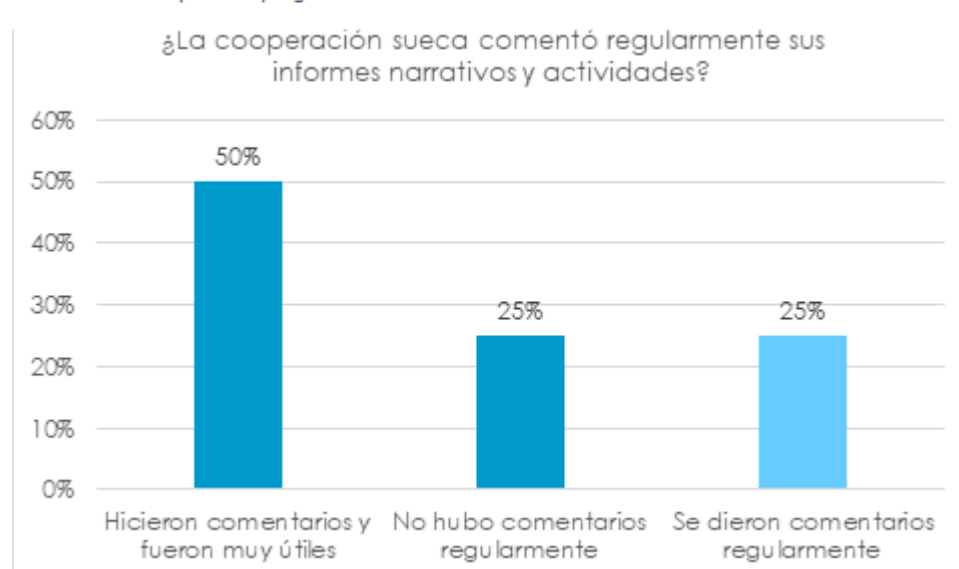
En línea con su compromiso con el desarrollo sostenible, Suecia ha participado en eventos de premiación relacionados con iniciativas para reducir brechas sociales y mejorar las condiciones de vida de personas en situación de vulnerabilidad. En estos espacios, su papel ha sido crucial para visibilizar el rol del sector privado en la construcción de soluciones integrales.

Su enfoque ha sido estratégico, abarcando desde la promoción del diálogo político y la justicia transicional hasta el fortalecimiento de capacidades locales y la visibilización de problemáticas territoriales. Este compromiso ha contribuido significativamente al avance de iniciativas clave en construcción de paz, inclusión social y desarrollo sostenible, posicionándola como un actor indispensable en el ecosistema de cooperación internacional en Colombia.

¿La cooperación sueca comentó regularmente sus informes narrativos y actividades?
Si hubo comentarios, ¿Qué tipo de observaciones fueron?

Respuestas

Ilustración 7. Respuestas pregunta 8



Análisis

La cooperación sueca ha demostrado un compromiso significativo con la retroalimentación y mejora de los informes narrativos y las actividades de las organizaciones con las que trabaja. Este hallazgo refleja cómo los comentarios regulares y constructivos de Suecia han sido un motor para el fortalecimiento de capacidades, la planificación estratégica y la visibilidad de los resultados. La naturaleza útil y proactiva de estas observaciones resalta su rol más allá de un simple donante, posicionándose como un socio estratégico activo.

Comentarios regulares y utilidad estratégica

En la mayoría de los casos, Suecia proporcionó comentarios regulares que fueron altamente útiles para las organizaciones. Estas observaciones incluyeron:

Ajustes y mejoras estratégicas:

Revisión de indicadores del proyecto (PMEAL), con sugerencias para ajustes y mejoras en la formulación de contribuciones.

Evaluaciones y recomendaciones sobre la operación de las iniciativas, fortaleciendo los procesos internos y externos.

Visibilidad de resultados:

Observaciones para mejorar la visibilidad de los resultados organizacionales, fortaleciendo su capacidad para comunicar impacto y logros a socios y donantes.

Planificación y seguimiento:

Recomendaciones centradas en el impacto de las iniciativas y en la mejora de mecanismos de evaluación y seguimiento, asegurando que las actividades, metas e indicadores estén alineados con los presupuestos definidos.

Retroalimentación estratégica para planificar los próximos pasos, con un enfoque en establecer conexiones entre los proyectos actuales y otras agencias relevantes en el país.

Participación activa en espacios de toma de decisiones

Además de los comentarios narrativos, Suecia ha sido un actor clave en la creación y desarrollo del Fondo Canasta, al que no solo sugirió como herramienta estratégica, sino que también fue el primer país en vincularse. Su participación activa en reuniones sobre los Planes Operativos Anuales, presupuestos y auditorías externas e internas muestra un compromiso más allá del financiamiento, posicionándose como un socio técnico y estratégico.

Espacios de diálogo y aclaración

En algunos casos, los comentarios regulares también se centraron en aclarar dudas y en generar un diálogo constructivo sobre el desarrollo de los programas. Estos espacios permitieron a las organizaciones afianzar sus capacidades y fortalecer la relación con Suecia como un socio confiable.

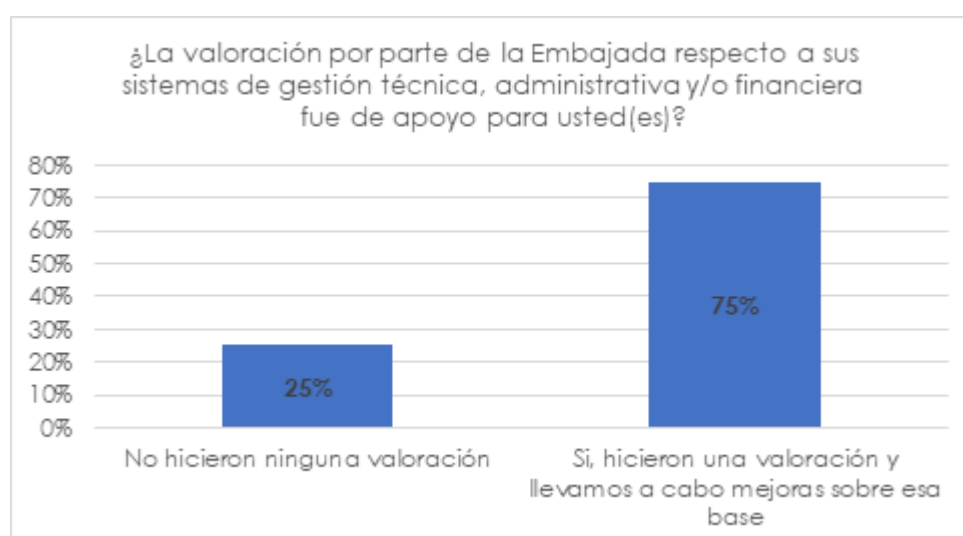
El enfoque de Suecia hacia la retroalimentación y mejora de informes narrativos y actividades es un ejemplo destacado de cómo la cooperación internacional puede ir más allá de la transferencia de recursos financieros. Al proporcionar observaciones útiles y estratégicas, Suecia no solo ha contribuido al fortalecimiento de las organizaciones, sino que también ha promovido la transparencia, la planificación efectiva y la alineación estratégica con los objetivos definidos. Su papel activo y propositivo

reafirma su valor como un aliado clave en la implementación de proyectos de desarrollo en Colombia.

¿La valoración por parte de la Embajada respecto a sus sistemas de gestión técnica, administrativa y/o financiera fue de apoyo para usted(es)?

Respuestas

Ilustración 9. Respuestas pregunta 9



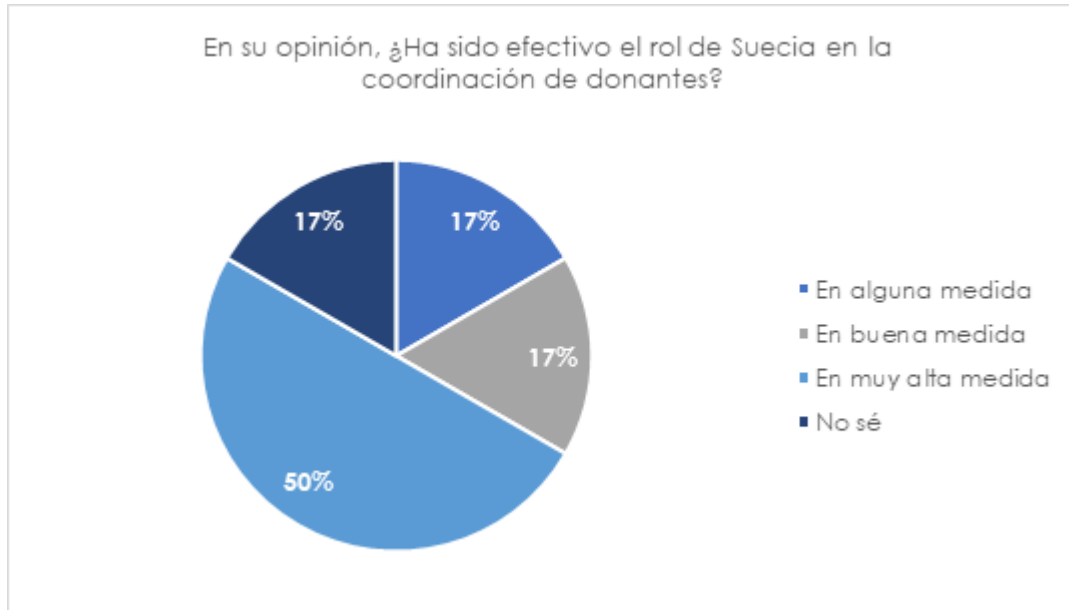
Análisis

En el 75% de los casos, la cooperación sueca realizó valoraciones a los sistemas de gestión técnica, administrativa y/o financiera de sus socios, lo que permitió una retroalimentación que derivó en mejoras sobre los sistemas de gestión.

En su opinión, ¿Ha sido efectivo el rol de Suecia en la coordinación de donantes? Si lo hay, por favor provea un ejemplo específico

Respuestas

Ilustración 10. Respuestas pregunta 10



Análisis

Suecia ha demostrado ser un actor clave y efectivo en la coordinación de donantes en Colombia, desempeñando un papel pionero en la generación de sinergias, articulación estratégica y fortalecimiento de iniciativas de paz, justicia y desarrollo. Este hallazgo resalta cómo Suecia, a través de su liderazgo, comunicación fluida y disposición, ha promovido soluciones negociadas al conflicto armado y la sostenibilidad de esfuerzos colaborativos entre múltiples actores.

Coordinación estratégica y generación de sinergias

En la mayoría de los casos, Suecia ha sido reconocida por su capacidad de colaborar con otros donantes y socios estratégicos. **Ejemplos incluyen:**

Promoción de consorcios y fondos multidonantes:

Liderazgo en propuestas del Fondo Europeo para la Paz en consorcio con organizaciones suecas.

Gestión del Fondo Sueco para organizaciones de la sociedad civil.

Participación activa en el Fondo Multidonantes de Naciones Unidas, fomentando la articulación de recursos y estrategias.

Creación de espacios de articulación:

Generación de espacios de diálogo y coordinación entre socios estratégicos, lo que ha permitido socializar, articular y potenciar el trabajo de las organizaciones que apoyan a la Jurisdicción Especial para la Paz (JEP). Estos esfuerzos se han enfocado en tender puentes, identificar sinergias y desarrollar ideas estratégicas para un apoyo más efectivo.

Confianza y liderazgo en temas de paz

Suecia ha sido un país pionero en la promoción de estrategias que contribuyen a la paz y la resolución de conflictos. Ejemplo destacado es su respaldo a la Misión de Apoyo al Proceso de Paz de la Organización de los Estados Americanos (MAPP/OEA), donde ha brindado apoyo político, técnico y financiero de manera ininterrumpida desde 2004, consolidándose como un aliado confiable y comprometido.

Resultados tangibles y acompañamiento

Los resultados de la coordinación liderada por Suecia se han traducido en evaluaciones públicas de alta calidad, como la evaluación financiada de una oficina específica. Además, su disposición para mediar y coordinar en reuniones de definición de metas y desafíos, así como su participación en evaluaciones de iniciativas reconocidas, ha fortalecido la credibilidad y efectividad de sus esfuerzos.

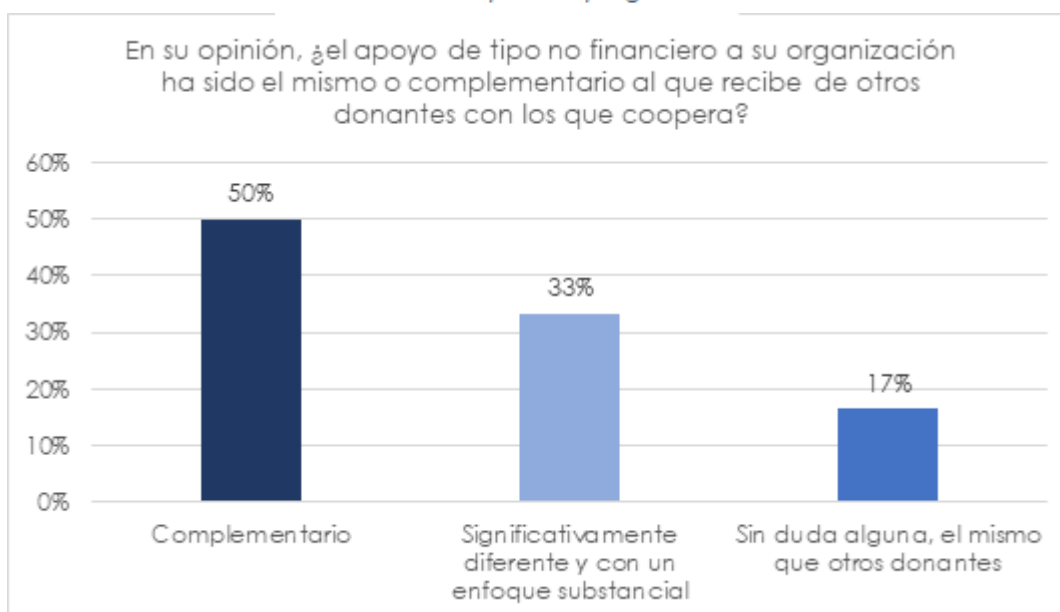
Innovación en la mediación y coordinación

Un caso destacado es su rol de mediación en proyectos específicos, como la facilitación de acuerdos con empresas en Colombia, que ejemplifica su capacidad para liderar en contextos complejos y promover soluciones innovadoras.

En su opinión, ¿el apoyo de tipo no financiero a su organización ha sido el mismo o complementario al que recibe de otros donantes con los que coopera? Por favor, proporcione un ejemplo si eligió 'Complementario' o 'Significativamente diferente y con un enfoque substancial'.

Respuestas

Ilustración 11. Respuestas pregunta 11



Análisis

El apoyo no financiero proporcionado por Suecia a las organizaciones con las que coopera en Colombia se destaca por ser complementario en algunos casos y significativamente diferente y sustancial en otros. Resaltando la versatilidad de Suecia como un socio estratégico que aporta valor añadido más allá del financiamiento, a través de su incidencia política, fortalecimiento de alianzas, y capacidad para mitigar riesgos en momentos críticos.

Apoyo complementario

En varias respuestas, se describe el apoyo de Suecia como complementario, destacando su capacidad para alinearse con otros donantes y fortalecer áreas clave a través de acciones específicas, como:

Relación con otros actores estratégicos:

Apoyo a ONU Mujeres para mujeres defensoras de derechos humanos, fortaleciendo las capacidades locales y articulando esfuerzos internacionales.

Vinculación con procesos del Premio, mejorando el relacionamiento con actores como la ANDI y la Fundación Ideas para la Paz, ampliando el alcance de las iniciativas.

Diálogo político diversificado:

Participación en temas relevantes como Paz Total, Justicia Transicional y el legado de la Comisión de la Verdad (CEV), complementando esfuerzos con otros países y cooperantes en estas áreas.

Acompañamiento más allá de lo financiero:

Supervisión y vinculación cercana a los procesos, con atención a cómo avanzan tanto los beneficiarios como las etapas del proyecto, superando las expectativas tradicionales de cooperación.

Apoyo significativamente diferente y sustancial

En otros casos, el apoyo de Suecia se percibe como significativamente diferente y con un enfoque sustancial, destacando su carácter único en comparación con otros donantes. Ejemplos notables incluyen:

Incidencia política como pilar estratégico:

El apoyo político brindado por la Embajada de Suecia es considerado fundamental para las organizaciones, contribuyendo a la legitimación de procesos y fortalecimiento de capacidades operativas.

Trabajo en consorcios e iniciativas innovadoras:

Incentivo para trabajar en consorcio con organizaciones suecas, promoviendo sinergias y estrategias conjuntas que generan mayor impacto.

Mitigación de riesgos y liderazgo financiero:

Entre 2022 y 2024, Suecia aportó al Fondo Canasta de la MAPP/OEA un total de USD 4.472.593, convirtiéndose en el principal donante y mitigando los impactos de recortes internacionales de financiación. Además, su incidencia permitió acelerar la firma del IX Protocolo Adicional que extiende el mandato de la Misión en Colombia, asegurando su continuidad en momentos críticos.

Experiencia territorial:

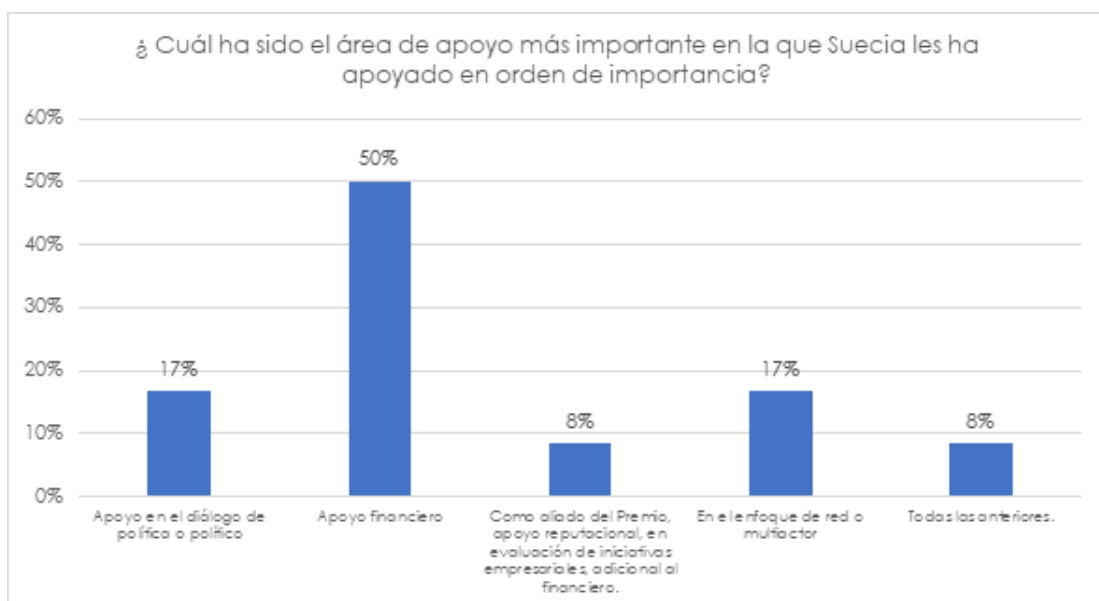
Conocimiento acumulado de proyectos en la zona y de actores clave, posicionando a Suecia como un aliado estratégico con una comprensión profunda de las dinámicas locales.

El apoyo no financiero de Suecia combina elementos de complementariedad con otros donantes y un enfoque diferencial que lo posiciona como un socio estratégico clave en Colombia. Su capacidad para brindar apoyo político, incentivar el trabajo en consorcios, mitigar riesgos financieros y fortalecer el diálogo político demuestra su compromiso con soluciones sostenibles y de alto impacto. Este enfoque integral refuerza la sostenibilidad de las iniciativas y amplía las oportunidades para la consolidación de la paz y el desarrollo en el país.

¿Cuál ha sido el área de apoyo más importante en la que Suecia les ha apoyado en orden de importancia?

Respuestas

Ilustración 12. Respuestas pregunta 12



Análisis

La información recolectada en la encuesta resalta que el apoyo financiero es percibido como la contribución más importante de Suecia, seguido por su capacidad de fortalecer el diálogo político y el enfoque de trabajo en red o multiactor. Sin embargo, otras áreas como el apoyo reputacional y la combinación de varias dimensiones de apoyo también han sido reconocidas como relevantes.

Si bien el apoyo financiero sigue siendo el pilar principal de la cooperación sueca,

su valor va más allá del financiamiento. Su capacidad de incidir en el diálogo político y de operar en un enfoque de red multiactor posiciona a Suecia como un aliado integral y estratégico para las organizaciones en Colombia. Estas áreas de apoyo se complementan para abordar de manera efectiva los desafíos y oportunidades en el contexto de paz, justicia y desarrollo sostenible.

¿Cuál fue el logro más importante en su cooperación con Suecia a la fecha?

Respuestas

Ilustración 13. Respuestas pregunta 13

13. ¿Cuál fue el logro más importante en su cooperación con Suecia a la fecha? El apoyo político y financiero al trabajo de la Unidad en el país. El cooperativismo como pilar de paz y reconciliación, apoyo a las cooperativas de fincantes de paz del Acuerdo de Paz del 2016. El desarrollo de metodologías de resolución alternativa de conflictos asociadas a la firma como herramienta complementaria en la gestión local, poder seguir nuestra labor de acompañamiento integral a personas delincuentes de DDHH en Colombia en un momento en el que la financiación de los donantes en este país se está reduciendo. Generar un impacto positivo en la construcción de paz en el país, desde el fortalecimiento de capacidades a una población constantemente marginada, como lo son los PPL. El apoyo de la Embajada ha sido fundamental para desarrollar actividades culturales a través de la literatura y de la cinematografía alrededor de temas como la reconciliación, la implementación del Acuerdo de Paz y el legado de la Comisión de la Verdad. Como principal logro de este apoyo, se dio a la publicación del libro Verdades Compartidas y la producción del documental "Después del Paz" con la participación de María Jimena Duán. Suecia también ha sido un cooperante clave para posicionar el país productivo en eventos como la Feria del Libro de Bogotá y Medellín. Estos productos son de suma importancia para nuestra labor de promoción de la cultura en el Plan Nacional de Desarrollo promovido por la Convención Campesina, dando pasos para la implementación de la Reforma Rural Integral. 1. Apoyo brindado a la Gestión de Paz del EPL. Suecia al ser país garante en los Diálogos de Paz entre el Gobierno de Colombia y el Ejército de Liberación Nacional, contribuye sustancialmente en la creación de condiciones para el buen desarrollo de las negociaciones. Una de las contribuciones es hecha a través de la MAP/COEA quien opera el esquema de apoyo financiero a la Gestión de Paz, quienes a través de su plan de trabajo desarrollan enfoques participativos y dinámicas humanitarias y pedagógicas sobre el proceso de paz. 2. A través de la oficina en el país entre la Embajada de Suecia, la Comisión de Conciliación Nacional, el INPEC y la MAP/COEA fue posible desarrollar y diplomar en "Hermanos de crímenes" para la reconciliación y la paz en las ciudades de Valledupar, Palmira, Bucaramanga, Cúcuta y Bogotá. En estos espacios participaron 296 personas privadas de la libertad, quienes en su mayoría integran grupos armados y tienen voluntad de contribuir a la construcción de paz y la reconciliación. 3. Gracias a los aprendizajes y logros alcanzados en el marco de las negociaciones de paz entre el Gobierno Colombiano y el Ejército de Liberación Nacional (ELN), la MAP/COEA junto a la Embajada de Suecia en Colombia ha logrado desarrollar diversos espacios de intercambio para incidir en la inclusión de la agenda de género en el proceso de diálogo, especialmente en el Cese al Fuego Bilateral Temporal de carácter Nacional (CFBTN) entre las partes. La integración de diferentes sedes, uniendo de igual manera a ONGs, Universidades y comunidades. Establecer un proyecto de complejidad alta y en su forma permanente el apoyo de la agenda en las diferentes decisiones. Desde que inició la cooperación con Suecia, se han reconocido 44 organizaciones que desde el sector empresarial aportan a la construcción de paz en Colombia.
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Análisis

La cooperación con Suecia ha generado una amplia gama de logros significativos que abarcan desde el apoyo político y financiero hasta la promoción de iniciativas culturales, educativas y de resolución de conflictos. Estos logros reflejan la capacidad de Suecia para actuar como un aliado integral en la construcción de paz, la reconciliación y la justicia en Colombia. A continuación, se destacan las principales áreas de impacto:

Apoyo político y financiero

Suecia ha brindado respaldo crucial para el trabajo de oficinas y organizaciones clave en el país. Este apoyo incluye financiamiento sostenido y una incidencia política que ha permitido avanzar en procesos estratégicos relacionados con la paz y los derechos humanos.

Fortalecimiento del cooperativismo y la reconciliación

Un aspecto destacado es el apoyo al cooperativismo como herramienta de paz, específicamente para las cooperativas de firmantes del Acuerdo de Paz de 2016. Este esfuerzo ha contribuido a la integración económica y social de estas comunidades, fomentando la sostenibilidad y la reconciliación.

Desarrollo de metodologías innovadoras

Suecia ha respaldado la creación de metodologías de resolución de conflictos asociados a la tierra, fortaleciendo las capacidades locales para la gestión de estos desafíos y complementando los esfuerzos en justicia transicional.

Impacto en poblaciones marginadas

El fortalecimiento de capacidades para personas en situación de vulnerabilidad, como las personas privadas de la libertad (PPL), es un eje central de la cooperación. Suecia ha apoyado la implementación de seis diplomados en cárceles, alcanzando a 296 personas que desean contribuir a la reconciliación.

Promoción cultural y comunicativa

La Embajada de Suecia ha sido clave en la promoción de actividades culturales relacionadas con la paz, como la publicación del libro Verdades Compartidas y el documental Después del Frío. Estas iniciativas han permitido comunicar temas de justicia transicional y reconciliación a través de formatos innovadores y en espacios relevantes como la Feria del Libro de Bogotá y Medellín.

Incidencia en políticas públicas

Un logro destacado fue la inclusión de párrafos centrales en el Plan Nacional de Desarrollo, promovidos por la Convención Campesina, que sientan las bases para la implementación de la Reforma Rural Integral.

Acompañamiento en procesos de paz

Suecia, como país garante en los diálogos de paz entre el Gobierno de Colombia y el ELN, ha desempeñado un papel esencial en la creación de condiciones para el desarrollo de estas negociaciones. Sus esfuerzos incluyen:

El apoyo financiero a través de la MAPP/OEA.

Promoción de dinámicas pedagógicas y humanitarias sobre el proceso de paz.

Inclusión de la agenda de género en el Cese al Fuego Bilateral Temporal Nacional (CFBTN).

Colaboración multisectorial

La integración de sectores como ONGs, universidades y comunidades bajo un enfoque de triple hélice ha sido otro logro clave, fortaleciendo redes de colaboración para la construcción de paz.

Reconocimiento de actores del sector privado

Desde el inicio de la cooperación, Suecia ha contribuido al reconocimiento de 44 organizaciones del sector empresarial que apoyan la construcción de paz en Colombia, ampliando las alianzas estratégicas.

La cooperación con Suecia ha generado impactos transformadores en múltiples niveles, destacándose por su enfoque integral que combina financiamiento, incidencia política, promoción cultural y fortalecimiento de capacidades. Estos logros reafirman el rol de Suecia como un socio estratégico en la construcción de paz y reconciliación en Colombia.

Mencione la mejora o cambio más importante que se pudiera llevar a cabo en el marco de la cooperación por parte de Suecia:

Ilustración 14. Respuestas pregunta 14

14. Mencione la mejora o cambio más importante que se pudiera llevar a cabo en el marco de la cooperación por parte de Suecia:
La red de defensores de DDHH como estrategia de protección
Complementariedad de estrategias. Articulación del sector privado por medio de las finanzas innovadoras
No aplica
en este momento no tenemos una sugerencia específica, pero esperamos poder seguir con el diálogo a futuro
Que la Embajada de Suecia contará con mayores recursos permitiría un mayor impulso a las diferentes iniciativas y procesos que apoyan, entre ellas, las de la CCN
No aplica
No aplica.
Alinear las intervenciones de cooperación más con los planes estratégicos de desarrollo en el país, nivel regional y nivel local.
no aplica.
La integración multisectorial, intercambios de expertos entre Suecia y Colombia y capacitación
Entender que los Proyectos son un proceso y que toman más tiempo para generar el impacto esperado.
Considerar las mediciones de impacto como algo que hace parte del proyecto para poder saber cuáles son los resultados con la salida del Proyecto. Otras estrategias que permitan hacer una medición de impacto.
Podemos explorar aún más mecanismos para convocar al sector privado y motivar su participación en el Premio, así como en el desarrollo de iniciativas que tienen el impacto y mejoran las condiciones de vida de personas en el país.

Análisis

Las respuestas recogidas destacan áreas clave en las que las organizaciones consideran que la cooperación de Suecia podría fortalecerse, con sugerencias enfocadas en estrategias de articulación, recursos, y monitoreo de impacto. Estas recomendaciones reflejan una necesidad de maximizar el impacto de los proyectos y alinear mejor las intervenciones con los objetivos estratégicos de desarrollo local y regional.

Áreas clave de mejora

Fortalecimiento de redes de protección:

Se propone reforzar la red de defensores de derechos humanos (DDHH) como estrategia de protección, dado el contexto de reducción en la financiación internacional para estas actividades en Colombia.

Articulación del sector privado y estrategias innovadoras:

Promover una mayor articulación con el sector privado mediante el uso de finanzas innovadoras, maximizando la complementariedad de estrategias entre actores clave.

Incremento de recursos para la cooperación:

Una solicitud recurrente es que la Embajada de Suecia cuente con mayores recursos, lo que permitiría impulsar significativamente iniciativas importantes como las de la Comisión de Conciliación Nacional (CCN).

Alineación con planes estratégicos locales:

Alinear las intervenciones de cooperación más estrechamente con los planes estratégicos de desarrollo en Colombia, tanto a nivel regional como local, asegurando una mayor pertinencia y sostenibilidad.

Fomento de la integración multisectorial y capacitación:

Se destaca la importancia de la integración multisectorial, con intercambios de expertos entre Suecia y Colombia, y un enfoque más robusto en la capacitación para fortalecer capacidades locales.

Mejoras en el monitoreo y evaluación de impacto:

Incorporar mediciones de impacto como un componente esencial de los proyectos, para evaluar resultados y aprendizajes al finalizar cada intervención.

Reconocer que los proyectos requieren tiempo para generar el impacto esperado, ajustando las expectativas y cronogramas de las iniciativas.

Ampliación de mecanismos de involucramiento del sector privado:

Explorar nuevas estrategias para motivar la participación del sector privado en iniciativas de impacto social, como el Premio, contribuyendo a mejorar las condiciones de vida de las personas en situación de vulnerabilidad.

Las propuestas de mejora destacan la necesidad de fortalecer la capacidad operativa y estratégica de la cooperación sueca, enfocándose en la sostenibilidad, medición de impacto y articulación multisectorial. Estas recomendaciones son una oportunidad para que Suecia profundice su impacto en Colombia, optimizando los recursos y alineándose más estrechamente con los planes de desarrollo locales y nacionales.

Annex 8 – Inception note

Inception note for the strategy evaluation – Colombia.

23 September 2024

- 1) **Introduction** - This inception note outlines the findings of a short inception phase to deepen and confirm our understanding of the evaluation. It presents a simplified and prioritised evaluation matrix and methodology including sampling strategy and updated schedule for the evaluation. A kick off meeting was held on 30 August with the Embassy of Sweden and a number of follow up meetings with embassy staff involved in the cooperation programme were held to develop the portfolio analysis and deepen understanding the Sida strategy in Colombia, underlying theory of change and criteria for sampling.

Key points that emerged from the kick off and subsequent meetings were:

- The evaluation should be a strategic one rather than attempt a contribution level analysis although it would be important to ensure contact with partners and beneficiaries in order to gain first hand insight into the cooperation.
- The evaluation should be mainly looking backwards although it will be important to draw out lessons learnt and implications of the findings for the future.
- The unit of analysis should be the partners rather than the individual contributions with special attention on whether the choice of partners was appropriate.
- A key topic to explore would be the breadth of the current strategy and whether it has too many priorities given the available funding and bearing in mind what other donors are doing.

It was agreed that the inception note should be kept light and comments from an inception meeting should be added as minutes of meeting in an annex rather than requiring a time-consuming process of approval.

Scope, purpose and users of the evaluation – the scope is well described in the TOR. It covers the period 2021-2025 and includes all the 7 objectives in the 3 strategic areas. The purpose is to serve as a backward looking basis for developing a new strategy for Swedish cooperation in Colombia. The users are primarily the embassy of Sweden in Colombia.

Limitations – the main limitation is the short time available for the evaluation. This will be mitigated by shortening the inception period, drawing and examining data, evaluation and analysis already done rather than overly relying on generating primary data.

2) Portfolio analysis

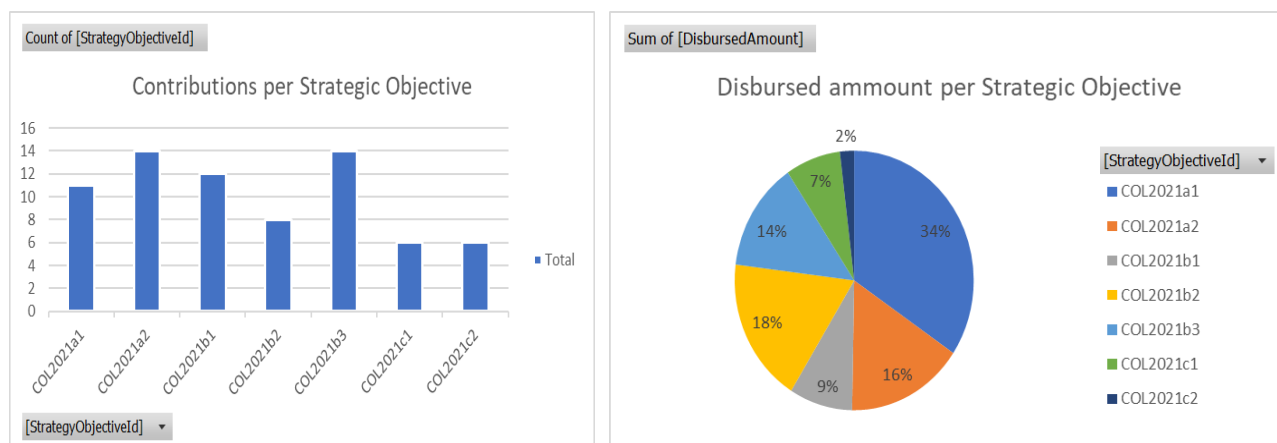
The three areas and seven strategic objectives of the strategy for Sweden's development cooperation with Colombia (2021-2025) are shown in table 2.1 below:

Table 2.1 Thematic areas and strategic objectives

Area	Strategic objective
1)Peaceful and inclusive societies:	COL2021a1 Improved conditions for democratic implementation of a negotiated peace and transitional justice.
	COL2021a2 Improved conditions for peacebuilding and increased presence and capacity of state institutions in conflict-affected areas.
2)Human rights, democracy, the rule of law and gender equality:	COL2021b1 Improved conditions for democracy and increased respect for the rule of law, including reduced corruption and impunity.
	COL2021b2 Increased respect for human rights and increased protection and capacity for human rights defenders and environmentalists.
	COL2021b3 Improved gender equality, including reduced gender-based violence and increased access to, and respect for, sexual and reproductive health and rights.
3)Environment, climate and sustainable use of natural resources:	COL2021c1 Reduced climate impact and greater resilience to climate change.
	COL2021c2 Improved conditions for sustainable management and use of natural resources, ecosystems and biodiversity

2.1 Disbursement (2021-2024) across strategic objectives (number of contributions and disbursed amount)

Figure 2.1 Disbursement across strategic objectives



Most contributions support more than one strategic objective, using the Embassies estimates of support to each strategic objective:

- The peace area accounts for 50% of what has been disbursed to date (under strategic objectives COL2021a1 (34%) and COL2021a2 (16%)).
- Human rights, democracy, the rule of law and gender equality account for 41% of what has been disbursed to date (under strategic objectives COL2021b1 (9%) and COL2021b2 (18%) and COL2021b3 (14%)).
- Environment, climate and sustainable use of natural resources account for 9% of what has been disbursed to date (under strategic objectives COL2021c1 (7%) and COL2021c2 (2%)).

2.2 Status of contributions – finalised and agreed

Table 2.2 Status of contributions

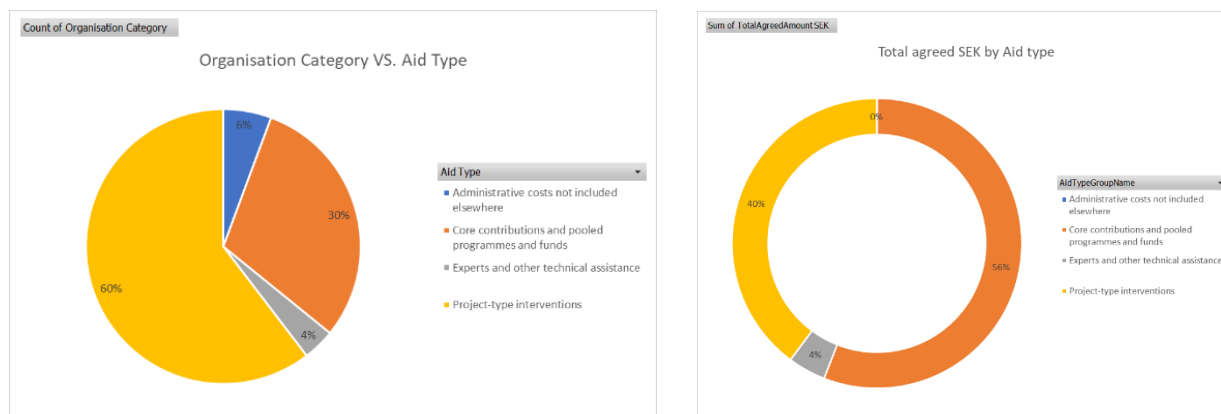
Status	Number of contributions	Disbursed (SEK)
Finalised	21	536,440,000
Agreed	33	30,992,258
Total	54	567,432,258

A mix of finalised and agreed will need to be considered by the evaluation. The finalised will reveal more on the results achieved and agreed will reveal more about new approaches especially following the change of government and context. It will be important to a limited extent to also include for some partners contributions from earlier strategies where these have a close link to those under this strategy period in order to assess the cumulative impact of Swedish support.

2.3 Type of aid modality

The cooperation with Colombia consists of: i) core contributions and pooled programmes and funds; ii) project type interventions; iii) provision of experts and other technical assistance and, iv) administrative costs that are not included at contribution level.

Figure 2.2 Agreed contribution sum against type of aid (number and agreed volume (SEK))

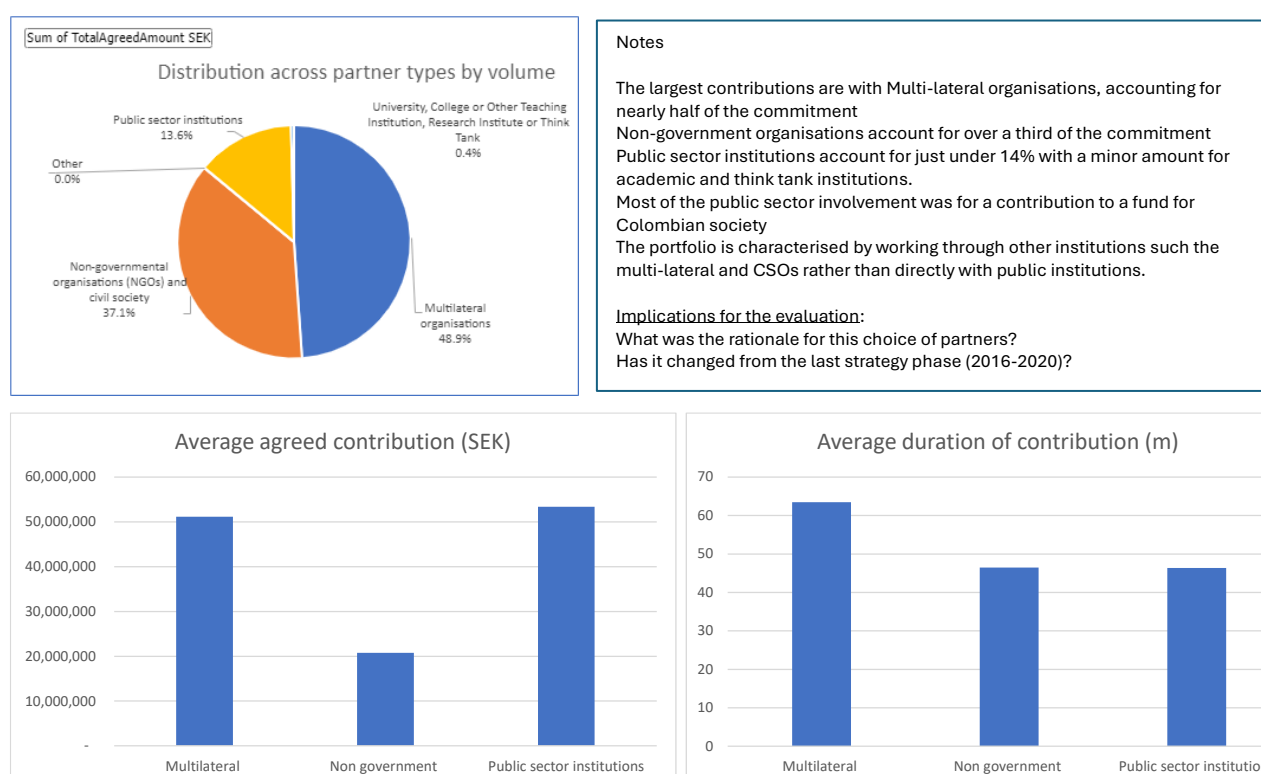


90% of the contributions agreed are either project type interventions (60%) and core contributions and pooled programmes and funds (30%). By volume of agreed sum, project type interventions account 40% and core contributions and pooled programmes and funds account for 56%. Indicating, not surprisingly, that the core contributions and pool programmes and funds have larger contributions.

2.4 Partner choice

The Swedish cooperation works with different partners types including: i) multilateral organisations; ii) Non-Government (NGO) and civil society; iii) Public sector institutions; iv) university, college, teaching institutions, research and think tanks and v) others. The portfolio is characterised by working through other institutions such the multi-lateral (48.9 %) and NGOs/civil society (37.1%), which together add to 86%) rather than directly with public institutions. There are only two public sector institutions contributions and neither of which involves direct transfer to a state institution – one is with the Swedish policy and the other is a trust fund where Swedish contribution is delegated to Norway.

Figure 2.3 Distribution of agreed amounts across different partner types, average contribution and duration.



As shown in figure 2.3 the average contribution size for multilateral partners is more than double than that for NGOs and civil society whilst only being 30% longer in duration. The public sector institutions appear large but this is because as earlier mentioned they are a special case of a single large fund transfer.

Further information from this preliminary portfolio analysis is given in the annex. An update and refinement will be made during the evaluation.

3) Context and reflection over the theory of change

An analysis was made of the theory of change for each working area and a discussion held with the Embassy's officials. This analysis helped to distinguish and specify outputs and outcomes, also main documents to be reviewed during the desk and field phase, and actors to be interviewed to go more in-depth into the findings. As discussed during our interviews with the head and officials of development cooperation we will implement an actors'-based analysis that will conduct to the production of an actors'-based theory of change. This exercise will show the different typologies of interviewed strategic actors at 4 levels: i) management and political dialogue area, ii) direct influencing actors, iii) indirect influencing actors and iv) final beneficiaries' level.

At the management and political level, we will look at the dialogue Embassy that the embassy undertook with key actors and within the different donors' coordination spaces showed in annex C. At the direct influencing level, we will consider the Swedish cooperation partners and other direct intervening actors in involved under the sample of contributions. Under the indirect influencing level, we will consider actors providing support or being part of the supported areas in relation with the Swedish contributions, for instance political counterparts such as national, local authorities, CSO and private sector partners. Finally at the beneficiary level we will consider the prioritised groups of the Swedish cooperation strategy. This includes among others: women, men, young people, children, peasants, ethnic groups and LGTBI groups including victims of the armed conflict, and in the most affected areas by the armed conflict, also local communities, institutions, private sector involved in the prioritised areas of support. In annex D we present a first draft of potential actors by area of involvement and a selection of identified expected results that will be finetuned during the assessment.

The Swedish strategy contributes to three main areas: peaceful and inclusive societies; human rights, democracy, rule of law, gender equality and environment, climate and sustainable use of natural resources. These areas are linked by and jointly support a central thrust of the cooperation which is to contribute to Colombian initiatives at creating a lasting, sustainable and inclusive peace – recognising that this is, in turn, a key to improving the lives and protecting the rights of poor and marginalised populations groups. Acknowledging the limits of the available resources, the strategy seeks niches where Sweden has a comparative advantage and where its financial support can be catalytic and further leveraged through policy (engaging Swedish and national expertise) and political dialogue (leveraging Sweden's entry points as a long-standing partner in Colombia and the region). The strategy is to avoid isolated or Swedish led initiatives and instead work closely with a spectrum of committed partners using a range of different aid types in areas of work that are mutually self-supporting and closely linked to the efforts of other development cooperation actors, particularly those that have a strong multilateral and multi-donor backing. The theory of change is strongly dependent on a number of assumptions and drivers.

- Area 1 logic (Peaceful and inclusive societies): Swedish contributions are meant to impact positively in the peace building process, the transitional justice and the state's institutional presence and capacity in conflict-affected areas. This area is broad and encompassing with many cooperation actors. The Swedish strategy is to place emphasis on the three areas where Sweden has a political commitment i.e. i) gender equality; ii) rights of victims of conflict and iii) search for missing persons) and has a role as a "companion country" in the peace framework which offers privileged entry points. The theory of change points to supporting a number of points of the Final Peace Agreement (namely: Point 1 "access to land and PDET projects", Point 3.2 "Economic and social reintegration", Point 3.4 "Security guarantees", Point 5.1.2 "Own sanctions", Point 6.2 "Ethnic Chapter"). In addition to the financial contributions, Sweden takes part at different political dialogue spaces as thematic donors'

coordination subgroups but also at the 4 Peace Trust Funds in the country, as showed in annex C. Further Sweden also played and still plays a key role within the peace processes as a long-standing and constant allied with Colombia in peacebuilding and human rights but also strengthening state institutions and civil society through cooperation and political dialogue.

The main assumptions for this area concern: i) the availability of resources for local governments to implement development plans, ii) the political will of local authorities to advance peacebuilding and iii) the implementation of government measures to improve security conditions in the regions. These are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but could also provide a basis for the political dialogue. Drivers are not explicitly identified but could include the impetus of a new government and the inherent desire of citizens for peace.

- Area 2 logic (Human rights, democracy, rule of law, gender equality): Swedish contributions in this area are meant to impact positively democracy and respect for the principles of the rule of law, incl. transparency, HR and HR defenders respect and protection and gender equality, incl. the access to and respect for sexual and reproductive health and rights. Area 2 also seeks to make sure that gender, HR are mainstreamed in all contributions. It also undertakes specific initiatives to support gender, democracy and human rights as essential foundations for lasting peace. Contributing towards gender equality ensures that peace efforts are inclusive and fully mobilise the talents and capacities of women. Contributing towards democracy and especially the extension of political rights and access by women secures a stronger foundation for peace by ensuring that women's perspectives and needs are represented at the political and administrative level. Contributing towards human rights supports the peace process by reducing the chances of recurrence of human right abuses and ensuring a population and political class that is aware and supportive of a rights-based approach to peace and development. Sida's added value in this area is related to its long history of strengthening democracy and promoting transparency in Colombia and inclusion of women as other historically marginalized groups in politics, through support for key actors' initiatives.

The main assumptions for this area concern: i) the strengthening of conditions that promote greater inclusion, participation and representation of population historically marginalized, in the scope of the local, national and the Special Transitional Peace Constituencies' elections; ii) the access to information, transparency and accountability of public institutions are instrumental in addressing the conditions that enable corruption; and iii) the access to the transitional justice system for victims of the armed conflict for reducing levels of impunity in the country. As for the peace area (1), these are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but could also provide a basis for the political dialogue. Drivers are not explicitly identified but could include the different international conventions and agreements signed by Colombia, those in the government and elsewhere that strive for a corruption free society and the spirit and resources of the individuals and groups that defend human rights and gender equality and improving levels of awareness through media and education.

- Area 3 logic (environment, climate and sustainable use of natural resources): Swedish contributions in this area link peace, gender equality and human rights to growing prosperity. The contributions aim at triggering local communities, institutions and the private sector to fulfil their roles as right holders and duty bearers, strengthen their capacities and collaborate to promote sustainable environmental development, climate change mitigation and adaptation. This area seeks to reduce deforestation, to establish improved, resilient and innovative agrifood and in general promote sustainable production management and commercialization systems that make the market work for the poor. The contributions seek to support mechanisms of conflict resolution with regards to the use of natural resources, ecosystems and land rights. In this area innovation processes with academia, private sector etc complement the institutional and economic support. Further Sweden implements the so called "Integrated Team Sweden" approach, to increase private sector involvement in peacebuilding. This

last approach looks for a sustainable economic development based on alternative and innovative nature-based solutions that contributes to a sustainable peace in the country.

The main assumptions for this area concern: i) the political will to continue with the comprehensive implementation of the peace agreements, i.e. the Comprehensive Rural Reform to promote climate-resilient alternatives and sustainable use of natural; ii) the political will to comply with national and international environmental commitments on deforestation, the protection and sustainable use of biodiversity, and the promotion of green and resilient economic growth; and iii) special interest and commitment from the private sector and the academia in continuing innovative efforts in peacebuilding in the scope of green value chains, peace products and/or environmentally sustainable investments in territories affected by conflict. As for the other areas, these are wide ranging assumptions that are highly relevant and also highly influential on the theory of change. They are external but could also provide a basis for the political dialogue. Drivers are more explicitly identified such as the incentive for private sector to survive and be prosperous as well as international agreements and commitments on climate and environment as well as improving levels of awareness through media and education.

The niche of Sweden in the international cooperation arena in Colombia consists in showing how with small resources it tries to find catalytic areas where it has comparative advantages. Therefore, the partner choice constitutes a key stage within the Swedish strategy but also how the inputs (political dialogue by the Embassy and the contributions through the Development Cooperation) are combined and successfully implemented. Swedish added values are recognised by national and international actors, putting Sweden in a privileged and strategic positions in specific areas of work, where its role become also central within the national and local dialogue spaces. Swedish support is considered strongest e.g. in gender where Sweden has proofed to have a powerful mandate.

A very important task within the evaluation will be to test these theory of change, identify and document change stories that potentially support the theory of change and its underlying assumptions and drivers but also reveal weaknesses around Sweden contribution - looking at how Sweden has used political opportunities to match Swedish and Colombian institutions, CSO, cooperatives and private sector actors and it played a neutral broker role in the creation and support of innovative international partnerships.

4) Evaluation matrix, methodology and sampling

The evaluation questions follow the OECD-DAC criteria of relevance, coherence, effectiveness, impact, efficiency and sustainability. These questions have been tailored and prioritised in line with the inception discussions. This has led to a clustering of the questions as follows

Purpose	Evaluation question	Areas of enquires
Strategic relevance (Why)	Did the strategy do the right thing? - Choice of areas and strategic objectives - Choice of partners	- The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances - The partners chosen had a clear mandate and capacity and were appropriately supported in advancing the goals of the Swedish strategy - A policy and political agenda targeted messages that supported the goals of the Swedish strategy
Results (What)	What worked, what didn't and why? - Effectiveness - Impact - Sustainability	- A reliable results framework is in place at the strategy level among partners - The outputs reported are in line with plans and can be verified - There is evidence of transformational outcomes - There are reasons to believe that the outcomes achieved will be sustained

Cooperation approach (How)	Was the programme well managed? • Coherence • Efficiency	• A donor and external development partner mapping and active participation in coordination • The programme was compatible and well-coordinated with other donor and external development partner interventions • The management, procurement and financial control systems of key partners were assessed at entry. • The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources
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An outline of the evaluation questions, the areas of enquiry, link to the sub-questions in the TOR and an overall rationale is given in the tables below under the 3 clusters of strategic relevance, results and cooperation approach. A more detailed evaluation matrix is provided in annex A that identifies the data required, the methodology for collecting and analysing and using data as well as comments on the availability, validity and reliability of the areas of enquiry/indicators.

4.1) Strategic relevance

Q1 Strategic relevance - To what extent did the strategy for Swedish cooperation and choice of partners correspond to the country context, the Swedish goals and needs and priorities of target groups?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR
The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances	#1 Assess the relevance of Swedish contributions to the specific context and needs of Colombia, ensuring alignment with local priorities and other donor activities. #3 Determine if there are any significant areas for Swedish support that have been overlooked and should be included. #7 Evaluate the appropriateness and efficiency of chosen counterparts and aid mechanisms in the portfolio. #11 Assess the appropriateness and relevance of the selection process used to design the portfolio of Swedish contributions.
The partners chosen had a clear mandate and capacity and were appropriately supported in advancing the goals of the Swedish strategy	
A policy and political agenda targeted messages that supported the goals of the Swedish strategy	
Rationale: This main question looks at whether the programme targeted the right areas or in other words whether it did the right things. It measures this by pursuing three main areas of enquiry. The first is whether the strategy was in areas where Sweden had a comparative advantage as is claimed in various documents including the 2024 strategy report. (see note 1 below) The second is whether, given the strategy and its focus on 3 areas and 7 strategic objectives, the choice of partner was appropriate and served the strategy. This is determined by examining if the Swedish support corresponded to the partner goals and strategy and if the partners had the necessary capacity and a track record of achievement. This would also entail whether such a capacity assessment was done or there was solid information available (for example through previous cooperation). It also looks at how Sweden engaged with the partners. The third looks at the non-spending actions and whether, given the strategy and its focus on 3 areas and 7 strategic objectives, the policy and political agenda targeted messages and change that were necessary and closely linked to the goals of the strategy. A specific analysis of what other areas Sweden could have supported will not be explicitly assessed but any observations that occur during the evaluation will captured. <i>Note 1) Extract from Sida theory of change notes for área 1. El valor agregado de Suecia radica en</i> • <i>Su prolongada y constante alianza con Colombia en la construcción de paz y los derechos humanos, a través de una relación de confianza y cercanía con la sociedad civil.</i> • <i>Su capacidad de diálogo con la institucionalidad a nivel nacional y su apoyo para tender puentes entre gobierno y sociedad civil.</i> • <i>Su apoyo a la implementación integral del acuerdo de paz, incluyendo el enfoque de género,</i> • <i>Su apuesta por robustecer los sistemas de justicia transicional en el país desde sus inicios:</i>	

- *La promoción de los valores suecos de igualdad de género y sostenibilidad ambiental a través de la cooperación y del diálogo político*

The question responds to the OECD/DAC evaluation criterion of relevance.

4.2) Results

Q2Results - Is the strategy achieving its objectives?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR
A reliable results framework is in place at the strategy level and among partners	#4 Measure the effectiveness of Swedish contributions in achieving set objectives and goals within the strategy. #5 Determine the impact of Swedish contributions on sustainable development in Colombia, assessing the lasting effects of interventions #6 Identify any deviations from projected goals in the products, results, or ongoing activities within the portfolio. #8 Identify internal, external, and contextual challenges affecting the implementation of contributions and Strategy outcomes. #10 Evaluate the impact and sustainability of contributions, providing relevant examples of achieved results. #12 Provide concrete examples of achieved results, lessons learnt, and recommendations based on the Evaluation findings to enhance future cooperation strategies.
The outputs reported are in line with plans and can be verified	
There is evidence of transformational outcomes	
There are reasons to believe that the outcomes achieved will be sustained	
Rationale: The strategy is still ongoing, and the areas of intervention are complex and with transformational ambitions that take time to mature and become evident. The evaluation question examines four areas of enquiry. Firstly, the presence of a reliable framework. This is important because there is not sufficient time to both create a framework and undertake the monitoring and measurement – this at the level of contribution (i.e. the grant or project) and at the strategy level. Assuming that a framework that can be used is in place, the reporting against this framework will be used for the second area of where evidence of outputs achieved will be examined. This will summarise the reported outputs at the partner level (potentially capturing several contributions) – where practical independent evidence will be sought to verify selected outputs. A third area of enquiry will look at the intended outcomes of a transformational nature – these are expected to be ongoing and reflect processes rather than events or facts – although can also do that for instance in the approval and adoption of a policy. The strategy reporting with its dual traffic light measurement will provide a starting point. Here the analysis will go beyond contributions and even partners and will attempt to look at the strategic objectives where a number of partners may have contributed. The theory of change and contribution analysis will be employed here, if found practical, by examining if the underlying assumptions and drivers of change are valid. Finally in a fourth area of enquiry, evidence of whether outcomes are likely to be sustained will be gathered – this will look at the incentive environment, power balance and available resources for sustaining what has been achieved. The analysis as it is forward looking will look at the risks. Across all the areas of enquiry factors that gave rise to results, or their absence will be identified. The question responds to the OECD/DAC evaluation criterion of effectiveness, impact and sustainability.	

4.3) Cooperation approach

Q3 Was the strategy well managed and implemented?	
Areas of enquiry / indicators	Link to evaluation questions in the ToR

A donor and external development partner mapping and active participation in coordination	#2 Evaluate the coherence of contributions within the portfolio and with other Swedish development cooperation strategies and actors in Colombia. #13 Assess the extent to which contributions have connected with the promotional activities of the Embassy of Sweden and Swedish companies in Colombia #9 Analyse the efficiency of resource utilization in the implementation of Swedish contributions.
The programme was compatible and well-coordinated with other donor and external development partner interventions	
The management, procurement and financial control systems of key partners were assessed at entry.	
The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources	
Rationale: The questions examine two main topics: Firstly, the extent to which Swedish support, which is less than 3% of the total development assistance to Colombia, was well coordinated with what other external development partners were doing. This is determined by looking at the presence of mapping and active participation in coordination arrangements. As Swedish support was minor it is important that it is well connected to wide efforts or fills gaps in and adds value to what others are doing (see note 2 below) Secondly, having already investigated the extent to which Sweden was supporting the right areas (under Q1), it looks at the presence of systems and processes for ensuring value for money and efficient operations. The operations are implemented by partners, so this entails looking at partner systems and whether they were assessed at entry and during operations. Where it is possible a spot check will be made of unit costs. During evaluation it will be considered if the internal management arrangements such as division of labour, staffing resources and productivity are relevant to examine. This analysis can be useful as it points most practically to where and how the Swedish cooperation can make the most immediate changes to influence results. Note 2) Extract from Strategy report 2023, p6 “Sweden has for a long time been a reliable partner for peace, gender equality and human rights in Colombia. This long-standing commitment has resulted in a strong trust and generated significant political capital. Despite limited aid volumes, Sweden has thus played a central role in donor coordination. This has been done through active participation in the peace funds, through bilateral relations and in dialogue with both national public institutions and local civil society organisations.” The question responds to the OECD/DAC evaluation criterion of coherence and efficiency	

4.4 Sampling

Our sample constitutes the result of our strategic document analysis, discussions with the Head and officials of the Swedish Development Cooperation in Colombia in order to identify key actors and to understand the theory of change in each of the cooperation areas. We are presenting a short selection of partners for the documentation analysis based on a first longer selection of partners to include further opportunities of dialogue also with other key actors (Annex E). We are looking at partners rather than at contributions. Nevertheless, we are taking contributions that allows us to: i) look at the past, ii) cover different partner and types, iii) see interaction and complementarity between Colombian and Swedish partnerships, iv) cover the 3 areas of work and v) consider the availability of evaluation and data; vi) look at longer term relationships with partners where there has been cooperation in earlier strategic phases (given that the processes that are being engaged in are long term).

The short selection consists of these 8: United Nations Development Programme (UNDP), UN WOMEN, FAO, Interamerican Development Bank (IDB), Electoral Observation Mission (MOE), DIAKONIA, We Effect, High Commissioner for Human Rights (OHCHR). The long selection in Annex E includes this further 5 partners: OLOF PALME, International Organization for Migration (IOM), Netherlands Institute for Multiparty Democracy (NIMD), MAPP OEA, and FONDO ACCION. Table 4.1 shows a first short list of partners and contributions with a longer list given in the annex. It will be relevant to obtain documentation for the above partners and contributions and then subject the sample to an analysis and simplification once the documents have been examined in detail with the aim of arriving at 5 partners and 8 to 12 contributions.

Table 4.1 short list of partners and contributions

Partner	Contributions (#)	Finalised (y/n)	Data (evaluation and review)	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% *2
Diakonia	13538 - Diakonia Colombia 2021-2025	N	89594 - Final evaluation	87,500,000	NGOs and civil society	Core contributions /fund	COL2021a1 COL2021a2	• 1% • 7%
		N				Project-type		
	10781 - Diakonia 2017-2021	Y		63,746,619		Project-type		0%?
UNDP	10295 - UNDPs Program for local peacebuilding 2016-2021*1	Y	65122 - Final Evaluation JR: Evaluation dated March 2021,		Multilateral			
	10303 - UN Resident Coordinators Office 2016-21*1	Y	88003 – Evaluation JR: Evaluation dated April 2021,					
	55190038 - UNMPTF – Sida’s contribution	N	“Evaluación”, Bogotá marzo 2022 and “”, Bogotá June 2023.	178,000,000		Core contributions /fund	COL2021a1	30%
UN Women	16453 - UN Women Strategic note Colombia 2024-2027	N		44,000,000	Multilateral	Core contributions /fund	COL2021b3	5%
	55190037 - UN Women Colombia 2018-2023	N		7,680,000		Core contributions /fund	COL2021b3	16%
FAO	13525 - FAO-Col Rural development and resilience 2020-2024	N		73,000,000	Multilateral	Project-type	COL2021c1	59%
	15362 - TetraPak & FAO: Dairy network in Colombia (peacebuilding)	N		1,500,000		Project-type	COL2021c1	4%
	55190026 - FAO Resilience*1	N		25,000,000		Project-type	COL2021c1	0%
IDB	55190039 – Sustainable Colombia Facility – IDB Trust Fund	N	“Evaluacion Intermedia del Fondo Multi-Donante Colombia Sostenible”, 19 diciembre 2022.	49,000,000	Multilateral	Core contributions /fund	COL2021c1	6%
MOE	14687 - Electoral Observation Mission (MOE) 2022-2025	N	94062 - Evaluation	1,550,000	NGO and civil society	Core contributions /fund	COL2021b1	4%
	11603 - Electoral Observation Mission (MOE) 2017-2021*1	Y	65553 - Midterm Evaluation	1,119,7645		Project-type	COL2021b1	0%
WE Effect	15253 - We Effect - återintegrering Colombia 2022-2026	N	122402 - Mid-term evaluation	17,500,000	NGOs, civil society	Project-type	COL2021a1	2%
ONU DDHH	55190033 - OHCHR Colombia 2017-2021*1	Y	70564 - External Evaluation		Multilateral			

Notes on the table:

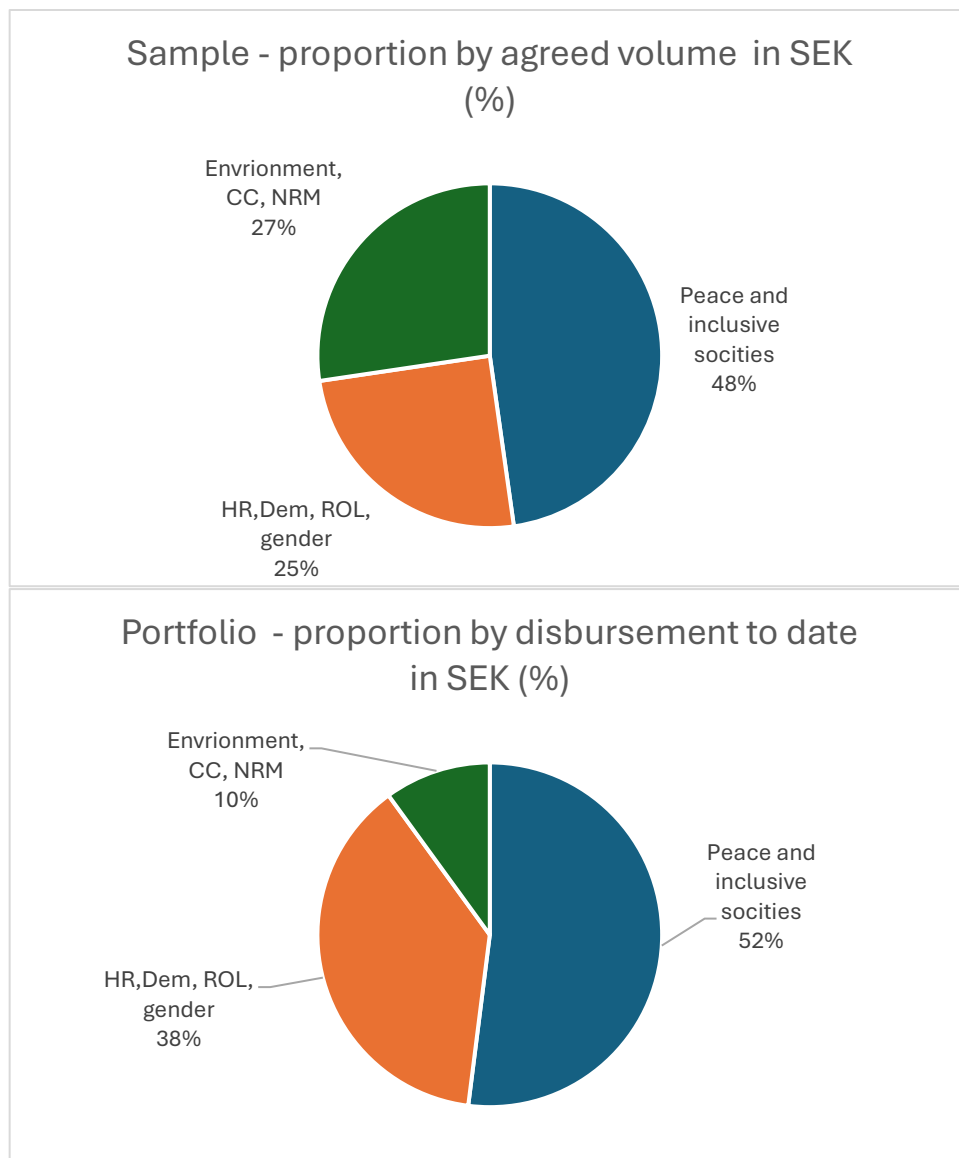
*1 these are contributions from the earlier strategy phase, no information on volumes, type of aid etc

*2 The % is the reported proportion (%) of the disbursement by that project (contribution) to the strategic objective by 2024. It gives an (imperfect) estimate of the weight of the sample against the different contribution areas.

Comparison of sample to overall portfolio

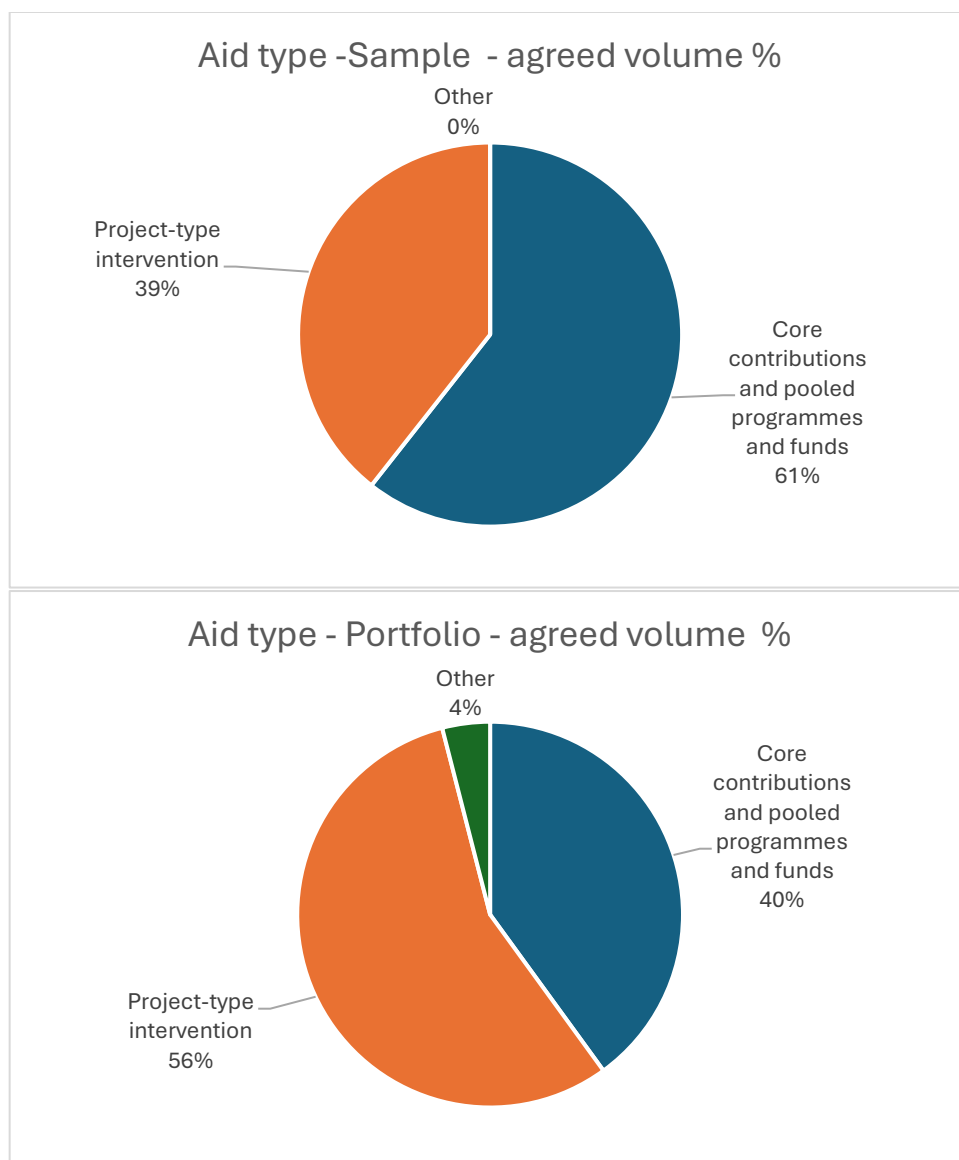
Comparing the proportion by agreed amount (SEK) of the sample with the overall portfolio by disbursement to date shows an over weight in the sample in area 3(environment, climate and natural resource management) and an underweight in area 2 (human rights, democracy, role of law, gender equality). This is in part due to a single large contribution through FAO (SEK 73million). See figure 4.1

Figure 4.1 Sample and portfolio by agreed volume and disbursement



Against aid type, the sample is similar to the portfolio (figure 4.2)

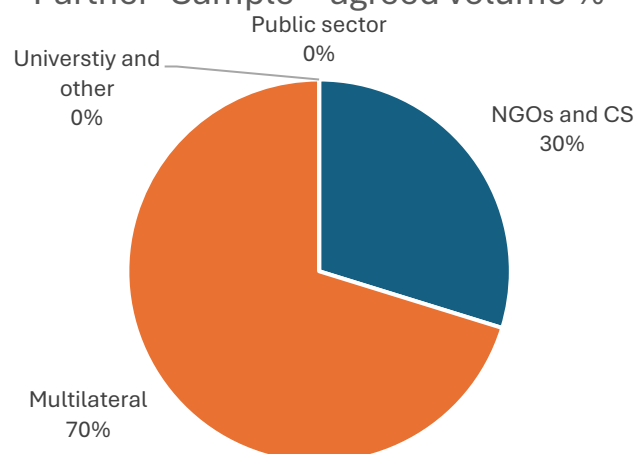
Figure 4.2 Aid time of sample and portfolio (agreed volume in SEK)



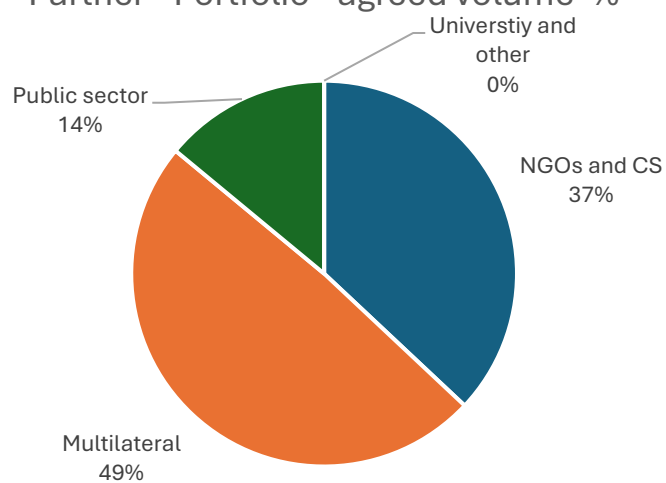
Against partner type, the sample has more on the multilateral partners and none on the public sector and university and other partners of a research and academic nature (see figure 4.3). However this can be explained partly because the public sector contributions are in reality not with the Colombia public sector but with the Swedish policy and a trust fund held by Norway.

Figure 4.3 Partner type of sample and portfolio (agreed volume in SEK)

Partner -Sample - agreed volume %



Partner - Portfolio - agreed volume %



Annex A Evaluation matrix

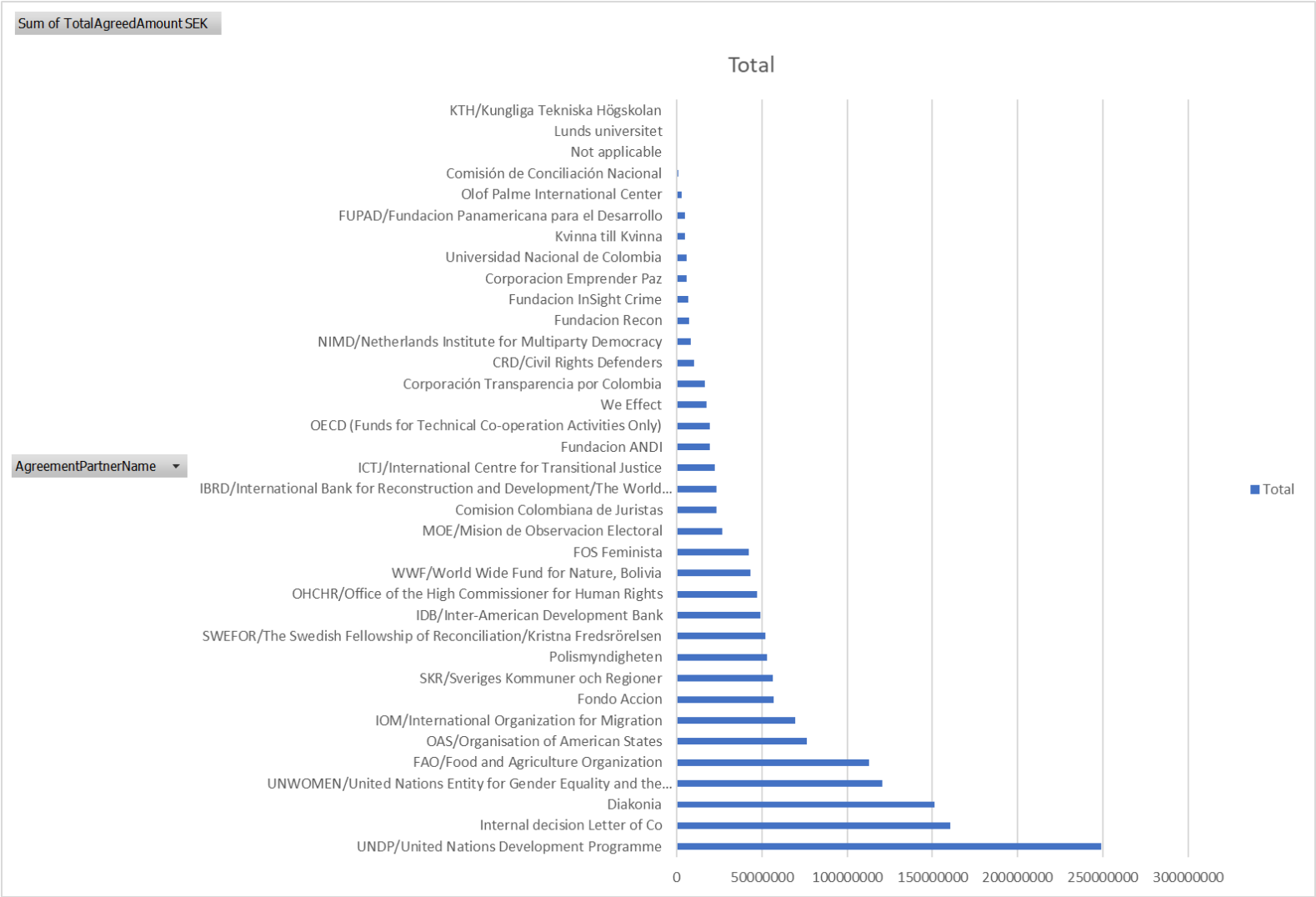
Question	Area of enquiry / Indicators	Data	Methods	Notes on data availability, validity and reliability
Strategic relevance Q1: To what extent did the strategy for Swedish cooperation and choice of partners correspond to the country context, the Swedish goals and needs and priorities of target groups?	- The Swedish strategy 2021-2025 built on experience of earlier support, reflected areas where Sweden could add value and was flexible in changing circumstances - The partners chosen had a clear mandate and capacity and were appropriately supported for advancing the goals of the Swedish strategy - A policy and political agenda targeted messages that supported the goals of the Swedish strategy	Documents – - Swedish strategy, evaluation of earlier strategies, internal workshop records, strategy planning, theory of change and strategy reporting, partner analysis, engagement strategy and correspondence/ meeting notes with partners - Partner strategies, partner track record Stakeholder perspectives - Embassy staff, Swedish MFA - Partner representatives - Other donors and implementing agencies - Country institutions including NGO forums and government bodies	Desk review of key documents- against the areas of enquiry and sample of partners Interviews/ (focus group discussion) of stakeholders- all relevant embassy staff individually and through focus discussion group (by area). Selected sample of partners and other stakeholders related to the sample and within the 3 areas. Where relevant and appropriate the interviews will be recorded and synthesised by AI (and supported by interview check list) Triangulation – Swedish, partner and third parties will be consulted during document review. The analysis will be look separately at the 3 strategy areas.	Data availability: The Swedish documents are largely in place although the policy and political agenda, partner analysis, engagement strategy and interaction will be more implicit and difficult to track down Validity: The main areas of enquiry centre on whether the 7 strategic objectives of the strategy reflect where Sweden can add value and whether the downstream choice of partners was appropriate – this will give a good insight into whether the Swedish strategy “did the right thing” Reliability: the areas of enquiry and evaluation matrix provide a systematic basis for judgement combined with a relatively high potential for triangulation.
Results Q2 Is the strategy achieving its objectives?	- A reliable results framework is in place at the strategy level and among partners - The outputs reported are in line with plans and can be verified - There is evidence of transformational outcomes - There are reasons to believe that the outcomes achieved will be sustained	Documents – - Contribution document, partner narrative reporting (annual), Sida statement on reports, Sida conclusion on performance (annual), Partner completion report (when finalised), Sida appraisal report Stakeholder perspectives – - Embassy staff, Swedish MFA - Partner representatives	As above A contribution analysis will be considered for a few of the key partners to isolate the factors of success or absence of success and the lessons learnt. A survey will be considered and might be tailored to confirm or not initial findings	Data availability: The documents have a high degree of availability – there might be some missing or difficult to find in practice but this is not expected to be significant. It is likely that there will be difficulty in interviewing partners and using remote meetings will help in ensuring availability Validity: The areas of enquiry are valid in that they follow a sequence of testing the results framework, the outputs, the outcomes and finally the likely

Question	Area of enquiry / Indicators	Data	Methods	Notes on data availability, validity and reliability
		- Other donors and implementing agencies - Country institutions including NGO forums and government bodies	Unexpected results – the interviews will introduce a question /enquiry on unexpected results and a reflection on lessons learnt.	sustainability. It will be important to isolate the “factors” behind success or its absence. Reliability: As most of the contributions are ongoing rather than finalised, it will not be easy to be definitive on the achievement of results, there will be an element of judgement. A lot will depend on the quality of results frameworks both at Sida strategy and partner contribution level.
Cooperation approach Q3 Was the strategy well managed and implemented?	- A donor and external development partner mapping and active participation in coordination - The programme was compatible and well-coordinated with other donor and external development partner interventions - The management, procurement and financial control systems of key partners were assessed at entry. - The management, procurement and financial control systems of key partners were assessed during operations and ensured efficient use of resources	Documents – - Donor mapping - Contribution documents (project description and documents related to the narrative reporting) - Minutes of meeting and TOR of the coordinating bodies (especially when Sida in lead) Stakeholder perspectives – - As above but with focus on donors and coordinating forums	Desk review of key documents- against the areas of enquiry and sample of partners Interviews/ (focus group discussion) of stakeholders- all relevant embassy staff individually and through focus discussion group (by area). Selected sample of partners and other stakeholders related to the sample and within the 3 areas. Triangulation – Swedish, partner and third parties will be consulted during document review. The analysis will be look separately at the 3 strategy areas.	Data availability: It appears that an overview of donor activities might be difficult to obtain. The evaluation cannot re-create this and will need to find a way of simplifying. On efficiency the data on international organisations is likely to be better than for NGOs and other partners. Validity: The areas of enquiry are valid – the focus on efficiency is on the degree of entry and implementation assessment – to add value the evaluation will also need to look at the quality of the assessment. Reliability: The absence of a donor overview will complicate the analysis. What is meant by “compatible and well-coordinated” will need to be further unpacked (absence of overlap, activities that are supportive and complementary, focus on areas where donors had comparative advantage, big gaps not missed)

Annex B Portfolio analysis

Partners

The tables below show the amount of agreement partners for the whole strategy and for each strategic area has per objective.



Strategic Area 1 - Peace

Partners involved in the Peace area not only work under many agreements but also, some of them contribute to more than one strategic objective ie. Diakonia, IDB, UNDP, FAO, OAS. However, most of the work done under this area is with NGOs.

Row Labels	Count of Agreement Partner
COL2021a1 - Negotiated peace and transitional justice implementation	21
Comision Colombiana de Juristas	1
Comisión de Conciliación Nacional	1
Corporación Transparencia por Colombia	1
Diakonia	1
FAO/Food and Agriculture Organization	2
Fundacion ANDI	1
Fundacion InSight Crime	1
FUPAD/Fundacion Panamericana para el Desarrollo	1
ICTJ/International Centre for Transitional Justice	2
IDB/Inter-American Development Bank	1
IOM/International Organization for Migration	2
Not applicable	1
OAS/Organisation of American States	1
OHCHR/Office of the High Commissioner for Human Rights	1
Olof Palme International Center	1
UNDP/United Nations Development Programme	2
We Effect	1
COL2021a2 - Peace-building and institutional presence in conflict-affected areas	20
Corporacion Emprender Paz	1
Diakonia	2
FAO/Food and Agriculture Organization	1
Fundacion ANDI	2
Fundacion Recon	1

IBRD/International Bank for Reconstruction and Development/The World Bank	1
IDB/Inter-American Development Bank	1
Kvinna till Kvinna	1
NIMD/Netherlands Institute for Multiparty Democracy	1
OAS/Organisation of American States	1
OHCHR/Office of the High Commissioner for Human Rights	1
Olof Palme International Center	1
Polismyndigheten	3
SKR/Sveriges Kommuner och Regioner	2
UNDP/United Nations Development Programme	1
Grand Total	41

Strategic Area 2 – Human Rights

Most of the partners involve in the strategic area 2. Human Rights work are contributing to all three strategic objectives. The most relevant partners are MOE, UNDP, Diakonia, NIMD.

Row Labels	Count of Agreement Partner
COL2021b1 - Democracy and rule of law, including reduced corruption and impunity	14
Corporación Transparencia por Colombia	1
Fundacion InSight Crime	1
Internal decision Letter of Co	1
MOE/Mision de Observacion Electoral	2
NIMD/Netherlands Institute for Multiparty Democracy	1
Not applicable	1
Olof Palme International Center	1
Polismyndigheten	3
SKR/Sveriges Kommuner och Regioner	2
UNDP/United Nations Development Programme	1

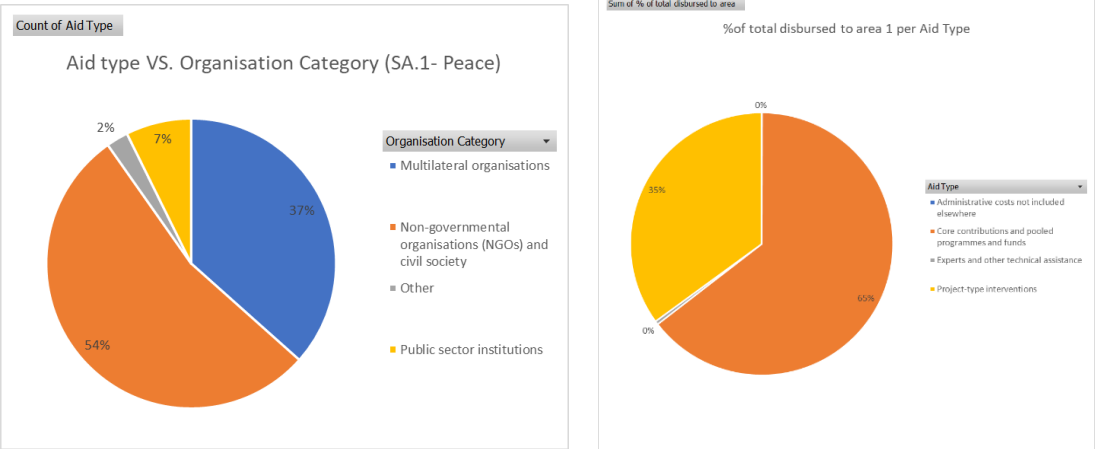
COL2021b2 - Human rights and protection of human rights defenders	12
CRD/Civil Rights Defenders	1
Diakonia	3
Fundacion ANDI	1
Fundacion InSight Crime	1
Not applicable	1
OHCHR/Office of the High Commissioner for Human Rights	1
Polismyndigheten	1
SWEFOR/The Swedish Fellowship of Reconciliation/Kristna Fredsrörelsen	2
UNDP/United Nations Development Programme	1
COL2021b3 - Gender equality, reduced GBV and access to SRHR	13
Corporación Transparencia por Colombia	1
Diakonia	1
FAO/Food and Agriculture Organization	1
FOS Feminista	1
IOM/International Organization for Migration	1
MOE/Mision de Observacion Electoral	1
NIMD/Netherlands Institute for Multiparty Democracy	1
OECD (Funds for Technical Co-operation Activities Only)	1
Polismyndigheten	2
UNDP/United Nations Development Programme	1
UNWOMEN/United Nations Entity for Gender Equality and the Empowerment of Women	2
Grand Total	39

Strategic Area 3 – Environment

Row Labels	Count of Agreement Partner
COL2021c1 - Limited climate impact and strengthened resilience	9

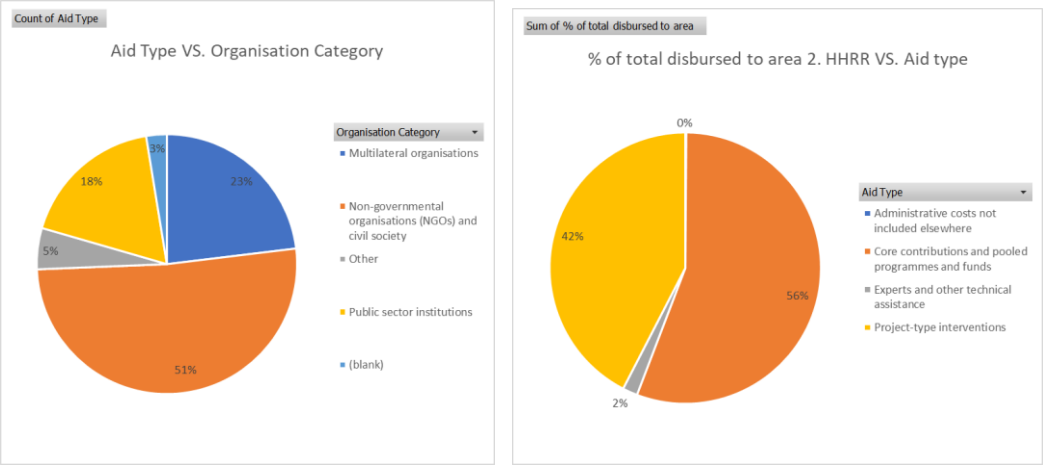
FAO/Food and Agriculture Organization	3
Fondo Accion	2
IDB/Inter-American Development Bank	1
KTH/Kungliga Tekniska Högskolan	1
Lunds universitet	1
Universidad Nacional de Colombia	1
COL2021c2 - Sustainable management and use of natural resources, ecosystems and biodiversity	9
FAO/Food and Agriculture Organization	1
Fondo Accion	2
IBRD/International Bank for Reconstruction and Development/The World Bank	1
IDB/Inter-American Development Bank	1
KTH/Kungliga Tekniska Högskolan	1
Lunds universitet	1
Universidad Nacional de Colombia	1
WWF/World Wide Fund for Nature, Bolivia	1
Grand Total	18

Strategic area 1 - Peace



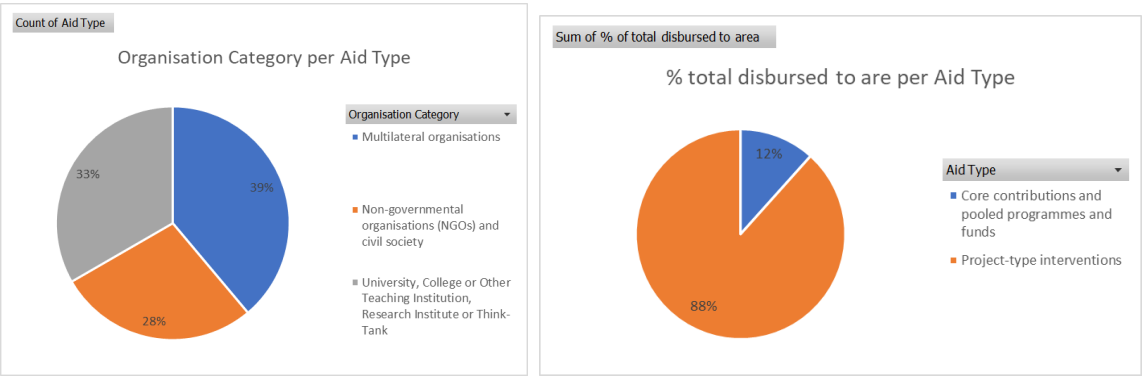
In the strategic area 1, there is more work with NGOs, which occupies a little more than 50% of the portfolio; followed by multilateral organisations. Core contributions and pooled programmes and fund take 65% of the total SEK disbursed, followed by project type interventions.

Strategic area 2 – Human Rights



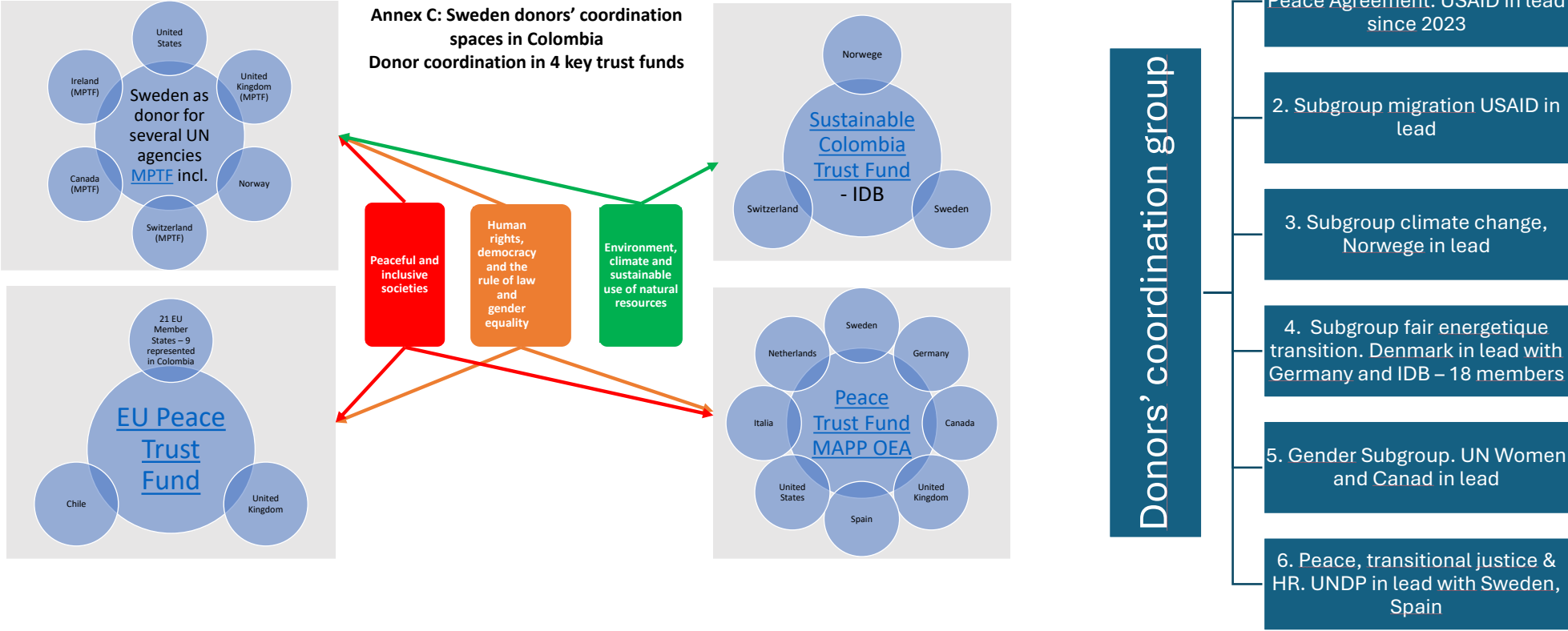
Half of the contributions of strategic area 2 are towards NGOs followed by multilateral (23%) and public institutions (18%). 56% of the total disbursed SEK are core contributions and 42% project-type interventions.

Strategic area 3 – Environment



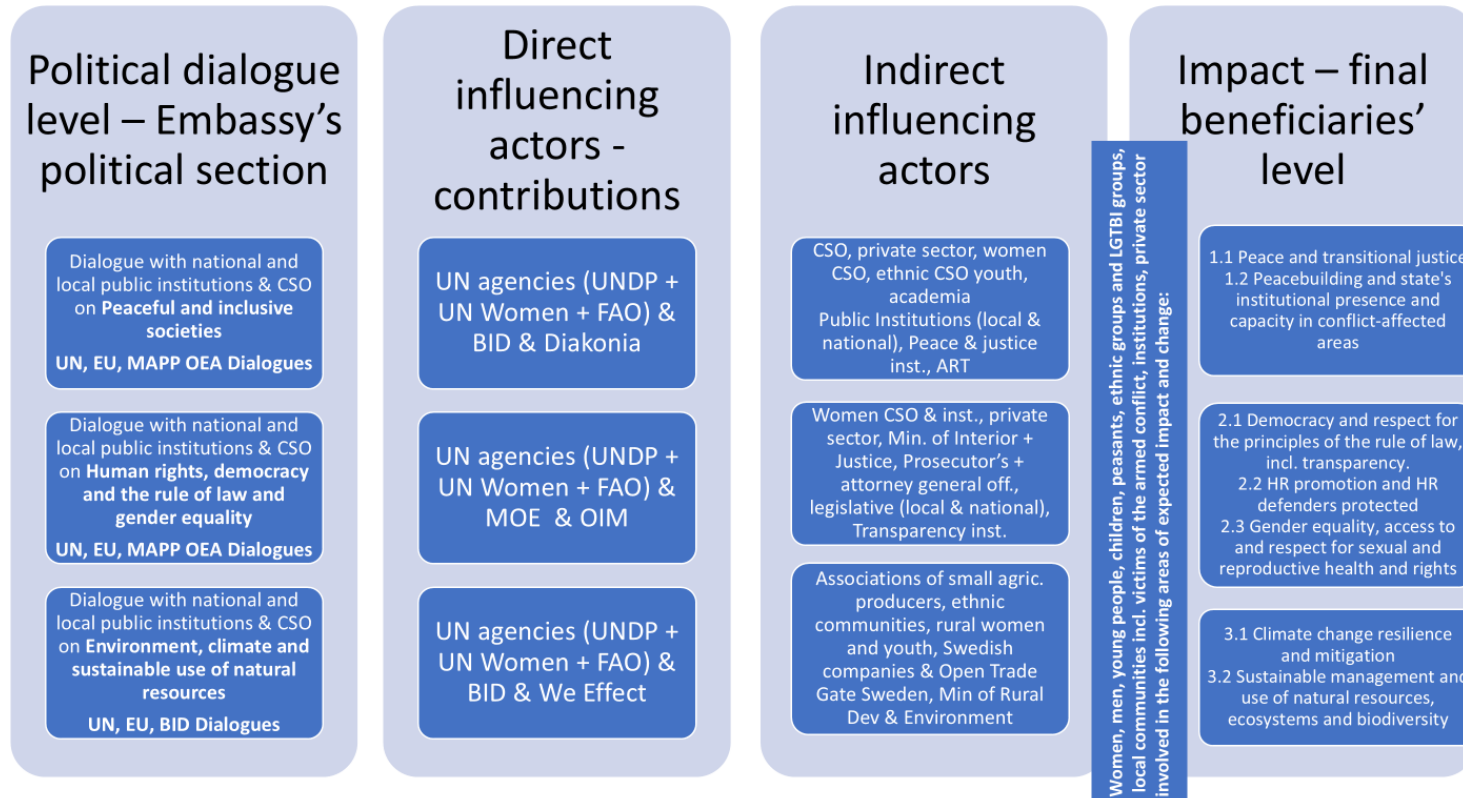
Contributions for strategic area 3 are evenly distributed among multilaterals, NGOs and universities. 88% of the total disbursed SEK are project type interventions.

Annex C Donor landscape – Donor coordination groups and coordination arrangements in 4 key trust funds.



Annex D Actors' based theory of change

Annex D: Actors' based theory of change – Swedish Cooperation in Colombia



Annex E Long list of partners and contributions

Table E1 long list

Partner	Contributions (#)	Finalised (y/n)	Data	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% to
Diakonia	13538 - Diakonia Colombia 2021-2025	N	89594 - Final evaluation	87,500,000	NGOs and civil society	Core contributions and pooled programmes and funds	- COL2021a1 - COL2021a2	1% 7%
		N				Project-type interventions		
	10781 - Diakonia 2017-2021	Y		63,746,619		Project-type interventions		0%?
IOM	10773 - IOM: Peace Agreement's transitional justice system	N	80111 - Mid-term evaluation 2021	29,000,000	Multilateral	Core contributions and pooled programmes and funds	COL2021a1	3%
	11808 - IOM: Prevention of gender-based violence 2nd phase	N	102733 - External Final Evaluation	20,690,000	Multilateral	Project-type interventions		
UNDP	10295 - UNDPs Program for local peacebuilding 2016-2021	Y	65122 - Final Evaluation JR: Evaluation dated March 2021, title "Valorar cuantitativa y cualitativamente la pertinencia, la eficiencia, la eficacia y la sostenibilidad de los efectos y los productos del Proyecto Paz Sostenible"		Multilateral			
	10303 - UN Resident Coordinators Office 2016-21	Y	88003 - Evaluation JR: Evaluation dated April 2021, title "Valorar cualitativamente la pertinencia, eficiencia, eficacia y sostenibilidad de la reforma a la Oficina del Coordinador Residente en Colombia"					
	55190038 - UNMPTF - Sida's contribution	N	"Evaluación Final externa de la primera fase del Fondo Multidonante de las Naciones Unidas para el Sostenimiento de la Paz", Bogotá marzo 2022 and "Evaluación Medio Termino de la Segunda fase del Fondo Multidonante de Naciones Unidas para el Sostenimiento de la Paz", Bogotá June 2023.	1,780,00000		Core contributions and pooled programmes and funds	COL2021a1	30%
UN Women	16453 - UN Women Strategic note Colombia 2024-2027	N		44,000,000	Multilateral	Core contributions and pooled programmes and funds	COL2021b3	5%

Partner	Contributions (#)	Finalised (y/n)	Data	Volume (SEK)	Type of partners	Type of Aid	Strategic objective	% to
	55190037 - UN Women Colombia 2018-2023	N		7,680,0000		Core contributions and pooled programmes and funds	COL2021b3	16%
FAO	13525 - FAO-Col Rural development and resilience 2020-2024	N		73,000,000	Multilateral	Project-type interventions	COL2021c1	59%
	15362 - TetraPak & FAO: Dairy network in Colombia (peacebuilding)	N		1,500,0000		Project-type interventions	COL2021c1	4%
	55190026 - FAO Resilience	N		25,000,000		Project-type interventions	COL2021c1	0%
IDB	55190039 – Sustainable Colombia Facility – IDB Trust Fund	N	“Evaluacion Intermedia del Fondo Multi-Donante Colombia Sostenible”, 19 diciembre 2022.	49,000,000	Multilateral	Core contributions and pooled programmes and funds	COL2021c1	6%
MOE	14687 - Electoral Observation Mission (MOE) 2022-2025	N	94062 - Evaluation	1,550,0000	Non-governmental organisations and civil society	Core contributions and pooled programmes and funds	COL2021b1	4%
	11603 - Electoral Observation Mission (MOE) 2017-2021	Y	65553 - Midterm Evaluation	1,119,7645		Project-type intervention	COL2021b1	0%
NIMD	14071 - Quorum: women and youth innovating democracy – NIMD	N	83117 - Final Evaluation	8,400,000	Non-governmental organisations and civil society	Project-type intervention	COL2021b1	2%
WE Effect	15253 - We Effect - återintegrering Colombia 2022-2026	N	122402 - Mid-term evaluation	1,750,0000	Non-governmental organisations and civil society	Project-type intervention	COL2021a1	2%
MAPP/OAS	12528 - Support to MAPP/OAS Colombia	N		76.500.000	Multilateral	Core contributions and pooled programmes and funds	COL2021a2	7%
FONDO ACCION	16464 - FONDO ACCION: Bioeconomy & Climate Action in Colombia	N	121374 - MidTerm Evaluation - First two years [Jun 1/2024 - May 2026]	5,000,0000	Non-governmental organisations and civil society	Project-type intervention	COL2021c2	6%
ONU DDHH	55190033 - OHCHR Colombia 2017-2021		70564 - External Evaluation		Multilateral			



Evaluation of the Swedish Development Cooperation Strategy, Colombia 2021-2025

Purpose and use: to support the development a new strategy for Swedish cooperation in Colombia. The users are primarily the embassy of Sweden in Colombia.

Conclusion: Swedish development cooperation was well aligned to the needs and priorities of Colombia and responded to areas where Sweden could contribute. Modest contributions through international organisations, civil society apex bodies and Swedish institutions complemented by policy dialogue was effective in mobilising Sweden's political capital and led to good results in peace building, human rights and paving the way for

prosperity in conflict affected areas. The flexibility of Swedish cooperation was highly appreciated by the beneficiaries.

Recommendation: It is recommended to: consolidate Sweden's promotion and support to implementation of key elements of the peace agreement prioritising marginalised regions; engage even more actively in policy and political dialogue within environment, natural resources and climate; mobilise Swedish expertise and locally available financial resource within green transition, circular economy, environment and climate; maintain the flexibility of the Swedish cooperation approach.

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