



SVERIGES AMBASSAD

DECISION

**Embassy of Sweden
Bogotá**

Decision date	Decision No.
2006-05-18	A-17/06

Reporting Luz Estela Martelo	Reg. No
Approved by Lena Nordström, Ambassador	Signature
Present Elisabet Hellsten	Consulation with

Copy to Embassy (orig) Director General's Office	Chief Controller RELA, Nilenfors SEKA, D. Attve UTV, K. Metell Cueva	Distr. (date/sign)
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Subject and decision

Management Response with Regard to Evaluations and Audits:

Sida Evaluation 05/25 DESMOVILIZACIÓN Y REINTEGRACIÓN DE NIÑOS SOLDADOS EN COLOMBIA. Apoyo de Asdi a UNICEF 2003-2004

Name and No on the Evaluation/Audit:	05/25 Desmovilización y Reintegración de Niños Soldados en Colombia. Apoyo de Asdi a UNICEF, 2003-2004 Prevention of children's recruitment in armed groups, demobilization and reintegration of child soldiers. Sida's support to UNICEF's program 2003-2004
Country	Colombia
Sector	15064 Demobilisation

DECISION

to approve the enclosed action plan

to **Embassy of Sweden in Bogotá and SEKA/Sida** be responsible for the follow-up of the action plan.

Action Plan

Recommendations	Action Plan	Responsible	Period
The recommendations of the evaluation are the following: An immediate adjustment should be made to the program to improve its implementation during the second phase. The adjustments should be made basically in these areas: 1. Redesign the proposal, basically: planning and follow-up issues, according to the Logical Framework Approach. The following aspects should be considered: - Problem analysis - Stakeholders analysis - Objectives analysis - Select strategies - Alternatives - Planning matrix - Design indicators and monitoring instruments - Design Global Activities Plan - Design Work Plan for 2006 2. Methodological development – design or adjust the methodology of the program, focusing on the prevention and/or attention (demobilization and reincorporation) of child soldiers within the different models which are being	1. The Embassy of Sweden in Bogotá will monitor, within regular meetings with UNICEF, the implementation of the recommendations. Special focus should be made on the adjustment of the program in: planning, monitoring, methodologies, indicators and sustainability. 2. Internal workshops in UNICEF to redesign the methodology of the program. The recommendations should be included and implemented in UNICEF's work plan 2006. 3. The Embassy in Bogotá should inform SEKA/Sida on the advances of UNICEF in relation with the recommendations	Swedish Embassy in Bogotá is responsible to monitor that UNICEF carries out the recommendations made by the evaluation UNICEF Swedish Embassy in Bogotá	January – June 2006 December 2005 – January 2006 August 2006

Recommendations	Action Plan	Responsible	Period
implemented by the program. 3. The conditions for the sustainability of the program should be specified, identifying the sustainable aspects which should be considered when redesigning objectives and activities. A matrix with a sustainability analysis should be designed. Sustainability indicators should be designed and incorporated to the other indicators of the program.			



Bogotá, D.C.

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Management response to the evaluation of UNICEF – "Demobilization and reintegration of child soldier in Colombia. Support to UNICEF 2003-2004"

Background

Since 2003 Sida has supported UNICEF's program in Colombia *"Prevention of children's recruitment in armed groups, demobilization and reintegration of child soldiers – Colombia"*, SEKA Decision 501/03. The main objective of the program was to contribute to reduce the impact of the armed conflict on children through the promotion of strategies and activities addressed to their non-recruitment, demobilization and social reintegration of Colombian former child soldiers. Since June 2005, Sida is supporting the second phase of the program.

On June 2005, the Embassy of Sweden in Bogotá, in coordination with Sida/SEKA, decided to undertake an evaluation/assessment of the program supported since 2003. The aim was to provide Sida and UNICEF with an evaluation/assessment as a mid-term review of the program funded by Sida, and have a good platform for dialogue between SEKA/Sida in Stockholm, Sida/Embassy and UNICEF, on the implementation of the second phase of the program. The assessment was to be seen as a learning process both for Sida and UNICEF.

The evaluation/assessment was carried out by the organization *Acción Social por los Niños*, on September 2005.

Findings of the evaluation

- The program is oriented to provide attention to children and adolescents involved in the internal armed conflict in Colombia, and is consistent with Sida's Cooperation Strategy for Colombia.

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- UNICEF has the leadership and capacity to deal with children issues, with an advantage on the promotion of public policies, as well as for the implementation of projects with State institutions and/or organizations from the civil society. UNICEF has also a broad experience in different countries in the world in implementing activities oriented towards demobilization, attention, protection and reincorporation of children and adolescents.
- The evaluation questions the indicators and their possibility of measuring the expected results in terms of quantity, quality and time. Other issues questioned by the evaluation and which he considers should be revised are: the development of models and methodologies for the implementation of the program, particularly in relation with preventing children and adolescents from joining illegal armed groups; the operational plans for the implementation of activities, definition of goals, geographic intervention and responsibilities; monitoring and following-up the program. The proposal does not consider the sustainability of the program.

Main conclusions of the evaluation

1. The project is relevant as it is oriented to contribute to peace and development of the country, with emphasis on the problem of children and adolescents involved in illegal armed groups.
2. UNICEF has the capacity and institutional experience for the implementation of the program.
3. The implementation of the first phase of the program, with its results and difficulties, is an "asset" which should be taken into consideration in order to improve the implementation of the second phase.
4. The proposal has a clear orientation on: demobilization – reincorporation of children and adolescents – and prevention of recruitment. This orientation should be the point of departure to improve the second phase.
5. The problems of the program are mainly management problems, concentrated basically in: planning and monitoring; methodology; and sustainability.

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6. Adjustments to the program should be made immediately in order to have an effect in the design and implementation of the Activity Plan for 2006.

General remarks by Sida

Sida/Embassy in Bogotá agrees with the findings and recommendations of the evaluation/assessment. The report presents the issues of the program which require immediate attention/changes, recognizing the importance of the program and its relevance for the prevention of child recruitment and demobilization and reintegration of child soldiers.

Sida/the Embassy consider the recommendations of the evaluation/assessment are relevant and the adjustments should be implemented by UNICEF. If necessary, UNICEF should request support from an external consultant. Sida has made a close follow-up of the evaluation and has insisted UNICEF on the importance of their implementation. Nevertheless, due to changes in the international staff in Colombia it has been difficult to have updated information on how far has UNICEF implemented the recommendations.

The Consultant had access to relevant documentation through reports, strategies, projects; field visits were made to different regions where the program is being implemented, having meetings with counterparts to UNICEF; meetings were also held with state institutions, Catholic Church, International Cooperation Agencies, UNDP, UNHCR.

Comments on the evaluation/assessment recommendations

The Consultant recommends an immediate adjustment of the program to improve the implementation of the second phase. It is expected that these adjustments should have a positive impact during 2006. These recommendations are:

1. **The proposal should be redesigned in relation with planning and follow-up issues, according to the Logical Framework Approach.** Sida/the Embassy agrees totally with this recommendation which will be essential to reach the expected results of the program as well as its sustainability.
2. **Methodological Development – design or adjust the methodology of the program, focusing on the prevention and/or attention (demobilization and reincorporation) of**

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child soldiers in the different models being implemented within the program – Sida/the Embassy agrees that the revision and adjustment of the methodology is an important aspect for a successful implementation of the program.

- 3. Sustainability – the conditions for the sustainability of the program should be specified exactly. This issue should be taken in consideration when redesigning the objectives and activities of the program** – Sida/the Embassy agrees that an analysis of the sustainability of the different components and activities of the program should be made. UNICEF should consider the sustainability of the proposal in terms of the implementation of public policies.