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Confederaziun svizra

Swiss Confederation

State Secretariat for Economic Affairs SECO

Swiss Agency for Development and Cooperation SDC

State Secretariat, Peace and Human Rights Division PHRD

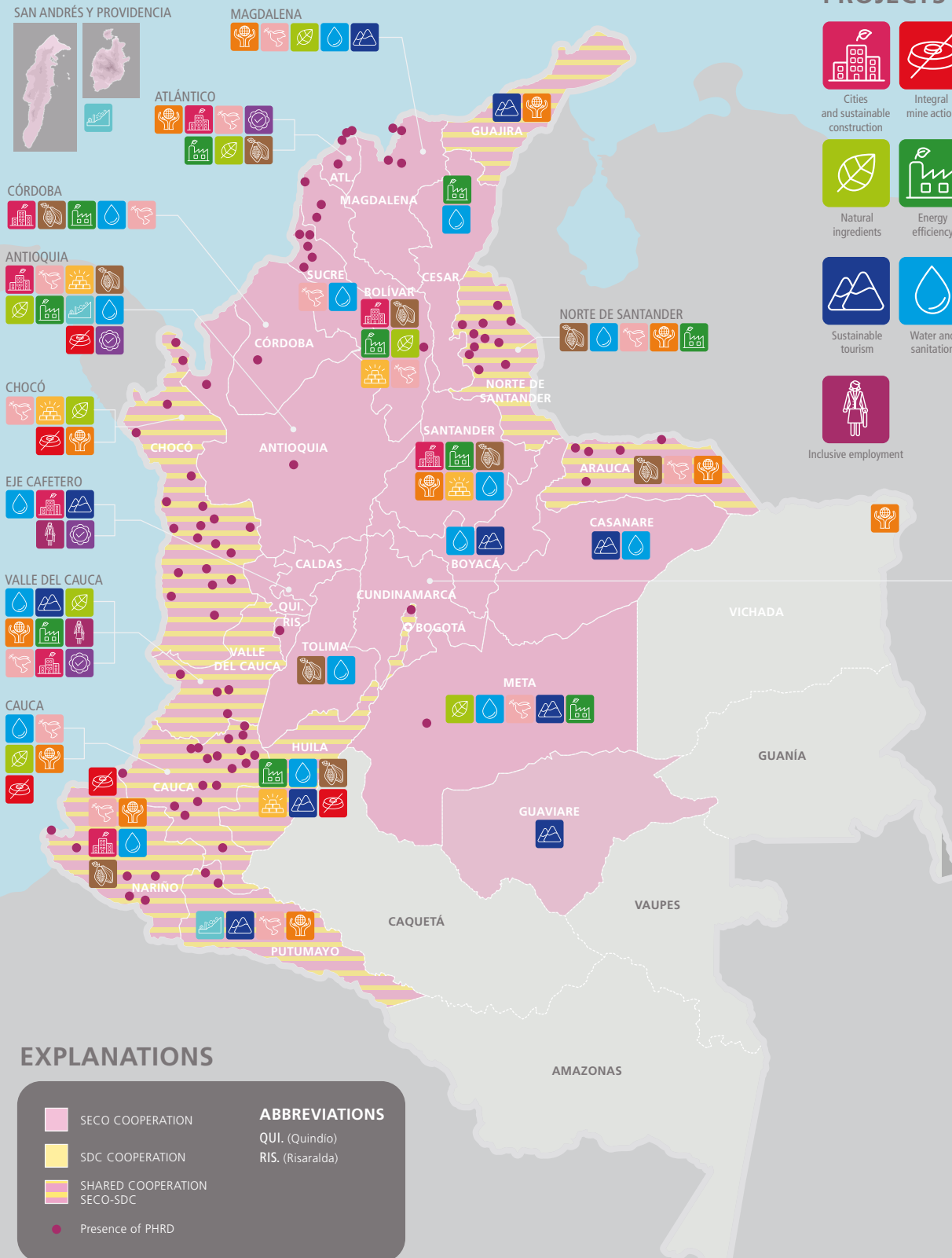
# Colombia

Swiss Cooperation Programme 2021–2024



# Swiss cooperation in Colombia

The main areas of engagement



## PROJECTS BY AREA

- Cities and sustainable construction
- Integral mine action
- Protection and humanitarian aid
- Responsible gold initiative
- Natural ingredients
- Energy efficiency
- Cadastre/ Public finance
- Sustainable cocoa
- Sustainable tourism
- Water and sanitation
- Management of natural disasters
- Peace and reconciliation
- Inclusive employment

**28**  
DEPARTMENTS

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**111**  
CITIES AND MUNICIPALITIES

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**+140**  
PROJECTS

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**100**  
MIO USD IN COOPERATION  
2021–2024

NOTE: Indicative illustration, subject to change during the implementation of the Swiss Cooperation Programme in Colombia 2021–2024

# Editorial

The good relationship between Colombia and Switzerland is based on a broad joint agenda. The two countries share numerous interests, such as the promotion of democracy and the rule of law, or the mitigation of the effects of climate change and the protection of the environment. The joint agenda ranges from fostering trade to investments to promoting scientific collaboration. The quality of the relationship between Colombia and Switzerland encompasses the multilateral and bilateral realm and extends to international cooperation. Indeed, Colombia is one of few countries in the world where Switzerland maintains a presence of all its three cooperation entities: the State Secretariat for Economic Affairs (SECO), the Swiss Agency for Development and Cooperation (SDC) and the Peace and Human Rights Division (PHRD).

Colombia has embarked upon an important transition process to end a 50-year armed conflict, build lasting peace and deepen its integration into the world economy. This transition process is a long-term venture that extends beyond a peace agreement and the accession to the Organisation for Economic Cooperation and Development (OECD). Colombia is characterised by an enormous diversity: Mostly due to the armed conflict, certain regions lag behind in their development. An urban–rural divide illustrates Colombia’s different realities and is one reason why the country has one of the most unequal societies in the world. Current challenges range from economic competitiveness to environmental matters. Other issues to tackle include the lack or deficiencies of infrastructure, basic service delivery as well as the extreme poverty of certain communities. In addition, Colombia is still affected by armed violence and

illicit economic activities. The coronavirus disease 2019 (COVID-19) has exposed and aggravated the enduring structural issues the country is facing.

Switzerland has been active in Colombia with its international cooperation since 2001. The integrated Cooperation Programme 2021–2024 is based on the combination of current and emerging needs in Colombia, a solid track record of Swiss international cooperation in thematic areas that provide strong added value, as well as growing Swiss interest in Colombia. Through its three complementary cooperation entities, Switzerland is in a good position to help overcoming the above mentioned complex challenges. For this purpose, it collaborates with a wide range of partners, consisting of government institutions, the private sector, civil society and multilateral organisations – partners who were closely consulted in the development of this new Cooperation Programme 2021–2024.

This document describes the cornerstones of this programme and its approach for the coming years. Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development and the reduction of inequalities and addressing humanitarian needs. The document consists of the common framework of Switzerland’s cooperation with Colombia, and of its Annexes 1 and 2 that detail the operational orientation of SDC, PHRD and SECO. Taken together, it lays out how Switzerland aims to contribute to the transition towards a prosperous, inclusive and peaceful Colombia.



  
**Marie-Gabrielle Ineichen-Fleisch**  
State Secretary, Director of SECO



  
**Patricia Dąnzi**  
Director of the SDC



  
**Livia Leu**  
State Secretary of the FDFA

# Executive summary

**Colombia's recent history has been marked by serious contrasts.** On the one hand, Colombia is one of the oldest and most stable democracies in Latin America, the region's fourth largest economy and, since the end of April 2020, formally an OECD member. On the other hand, Colombian society is one of the most unequal in the world in terms of income disparity, and the country continues to be strongly affected by armed violence and illicit economies. In several regions, the presence of state institutions remains weak, sometimes non-existent. COVID-19 has increased uncertainty regarding the future development of Colombia and has exposed and exacerbated structural challenges in Colombian institutions, economy and society.

**The comprehensive programme involving three Swiss cooperation agencies is designed in response to the multifaceted challenges** of an emerging economy in a post-peace-agreement period, marked by the implementation of the agreement while armed violence in some parts of the country continues. Switzerland is supporting Colombia in key areas that are aligned with priorities of the government and are of the utmost importance for this pivotal moment in the peace process and development stage of the country. This includes the protection of civilians from armed violence, demining, climate change mitigation, job creation, sustainable urban development, water and land management, and the consolidation of peace. A common programmatic framework for the 2021–2024 period will ensure that the three programmes are aligned to achieve a joint objective while recognising the difference of modalities and instruments. The three cooperation agencies have the distinct advantage that they tackle immediate needs, contribute to peace and the prevention of conflicts, and support sustainable development.

**The Swiss Cooperation Programme 2021–2024 is aligned with Colombia's long-term development plans and the government's priorities.** The programme sees the National Development Plan (NDP) 2018–2022, the Roadmap for International Cooperation, the implementation plan of the peace agreement (PMI), and the Development Programmes with Territorial Focus (PDET) as key reference points.

**Switzerland's Cooperation Programme aims to contribute to positive development in Colombia over the next four years.** The main lines of intervention and the smart combination of Switzerland's various cooperation instruments are a feature of continuity from earlier programmes. Changes will include an even stronger focus on combining the cooperation programme with long-term Swiss interests. Switzerland will therefore further concentrate its thematic portfolio around these key topics that benefit from strong Swiss added value and help to foster joint interests. This can also strengthen institutional relations between the two countries and therefore contribute to the sustainability of the Swiss cooperation programme beyond 2024. Furthermore, the humanitarian programme will transform into a regional hub for protection.

# In its Cooperation Programme 2021–24, Switzerland will strive towards a **prosperous, inclusive and peaceful Colombia**

Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

To achieve this goal, Switzerland engages in policy dialogue; knowledge exchange; provides technical assistance, humanitarian aid and protection measures; creates local capacities; and works with all parts of society, including migrants and refugees.

## Swiss portfolio outcomes:

**1** Protection, early recovery and access to basic services

**2** Peace promotion and conflict prevention

**3** Sustainable cities and territories, stronger institutions and better public services

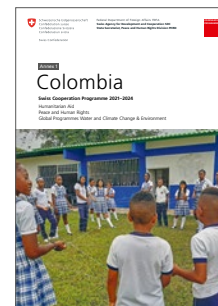
**4** Regional competitiveness and decent jobs

Switzerland takes gender equality, climate change and good governance into account in all its activities.

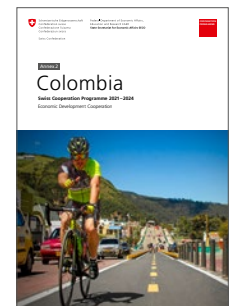
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## Annex 1



## Annex 2







# Country context



1

## **Colombia is a country of tremendous disparities.**

It is one of the oldest and most stable democracies in Latin America and the fourth-largest economy in the region. In line with this aspect, Colombia has been a formal OECD member since the end of April 2020. However, these indicators of stability and development are in stark contrast with the enormous challenges the country faces. Peripheral areas of the country in particular suffer from a weak presence of state institutions and high levels of poverty. This contributes to Colombian society being one of the most unequal in the world in terms of income disparity. Moreover, armed violence continues to greatly affect the country.

## **Two external factors increase the uncertainty of Colombia's future development.**

On the one hand, COVID-19 has exposed and exacerbated structural issues in Colombian institutions, economy and society. On the other hand, the crisis in Venezuela has a large impact on Colombia in terms of migrants and security issues along the border. Both factors will likely result in changes in priorities in the short term. Therefore, Switzerland will closely monitor the impact of these factors and allow for enough flexibility to continuously adjust the implementation of the programme in coordination with its Colombian partners.



3



4

- 1 Switzerland supports financing mechanisms for resilient infrastructure, such as through capital markets.
- 2 Identification of protection risks for boys and girls in zones of armed conflict.
- 3 A priest approaches a village to meet participants in a workshop on participatory capacity building in the department of Chocó.
- 4 Women leaders and human rights defenders in Chocó participate in a project supported by SDC.

## Political and institutional

### **While Colombia is a long-standing democracy, fundamental state functions are still incomplete.**

Government elections and changes have been mostly smooth, and Colombia is considered a consolidated democracy. However, the provision of security, land distribution and management, a functioning judicial system and the provision of public goods are only partly effective. The high level of social and economic inequality has been both a cause and a consequence of the decades-long conflict. Over the years, the conflict has spiralled into a vicious cycle of armed groups financing themselves through illegal mining and lucrative drug trafficking, among other illegal activities, which in turn has further cemented their influence and their control over territories with little or no state presence.

### **The historic peace agreement with the Revolutionary Armed Forces of Colombia (FARC), signed in 2016, reduced the levels of violence in the short term and broadened the political agenda, but challenges in the peace process remain.**

Guerrilla fighters were successfully demobilised and important efforts are being made to integrate them into civilian life. However, the state has not yet managed to fill the vacuum left by FARC in peripheral regions where rival armed groups are competing for control of vacated territory and lucrative illicit economies. While topics such as corruption, security (exponents for social, environmental and indigenous concerns), peace, equality, social justice, a more inclusive education system and environmental protection have been on the political agenda for some time, new topics such as pensions, labour and tax reforms have been added to the list of public debates and protests, indicating the growing expectations of the expanding middle class.

### **Colombia has a sophisticated institutional framework; however, limited state presence in several regions hinders effective policy implementation.**

The country has a regulatory framework that is oriented towards international good practices and counts on strong planning capacities. However, policy implementation is a challenge, hampered by burdensome bureaucratic hurdles, red tape and vested interests, specifically in key development areas that would help to reduce inequality and in regions with the greatest needs. While the country formally has a decentralised system of governance, state institutions – particularly in the peripheral regions – are weak and budgetary resources are largely controlled at the national level. Efforts are being made to increase public trust, improve governance performance and counter corruption, including by strengthening public institutions at the subnational level. The Territorial Development Plans for municipalities most affected by

the conflict (PDET) that have been developed together with local stakeholders are an important milestone.

### **Foreign policy has been marked by strong ties with the United States, while policy issues are increasingly coordinated using regional platforms.**

Colombia has traditionally maintained strong relations with the United States, especially in the area of security and drug policies as well as in bilateral trade. With the pressing issue of migration from Venezuela (1.8 million people), Colombia has made an effort to coordinate international support, e.g. through the Lima Group, the Quito Process, and the Regional Refugee and Migrant Response Platform (RMRP). The country is also part of the Comunidad Andina (CAN) and the regional platforms Pacific Alliance and Prosur.

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**Identified needs:** Strengthen institutions and create incentives to effectively implement economic, social and environmental policies at the local level in coordination with regional governments, the private sector and civil society.

## Economic and environmental

### **The country has continuously engaged in a reform-oriented path, culminating in its OECD membership in April 2020, but further reforms are needed.**

The post-accession plan will continue to put pressure on the reform agenda. In some thematic areas at the national level, OECD membership can be seen as a proxy for a transition process from international development cooperation. However, in order to boost inclusive growth, further structural reforms to increase productivity and foster a more diversified and greener economy are key in order to reduce socioeconomic inequalities as well as regional disparities and increase the country's resilience.

### **Over the past two decades, Colombia has had solid macroeconomic fundamentals and growth, but the trend seems to be reversing.**

High commodity prices, a boom in the construction sector and domestic consumption combined with sound macroeconomic policies led to an average growth in gross domestic product (GDP) between 1.4% and 7.4% in the 2010s. Thus, the country successfully maintained its investment rating since 2013. In terms of GDP and income per capita (USD 6'432 in 2019), Colombia followed a path of strong growth similar to that of other upper-middle-income countries, which helped to significantly reduce poverty in the last two decades. How-



ever, in 2015, the growth trend was interrupted by the fall of the oil price before stabilising once more at around 3% pre-COVID-19. Even so, poverty increased again slightly in 2019 and will most likely continue to do so in the coming few years as a result of COVID-19. Similarly, Colombia's unemployment rate has begun to rise in recent years and is today one of the highest in the region. Women, young people and migrants are the groups most affected. Around 50% of the economically active population works in the informal sector. The tax system is rather regressive and contains a lot of exceptions, leading to tax evasion issues.

**Limited productivity and innovation, weak infrastructure and regulatory issues result in low competitiveness in non-extractive sectors.** Major constraints affecting competitiveness include the quality of the education system, lack of adequate skills, limited research and innovation, high transport and logistics costs due to a considerable infrastructure backlog, and pending structural reforms, including comprehensive tax and judiciary reforms. There is also an opportunity to increase the economic participation of women, as only 62.9% of all women participate in the formal and informal labour market (in comparison to 85.1% of men). The difference between men and women in terms of workforce participation can be explained by the amount of unpaid work, access to labour opportunities, the gender wage gap and cultural bias, among other factors.

**Colombia has traditionally been an inward-looking country with relatively low levels of trade integration and immigration that could stimulate competition, innovation and additional investments.** The country has increased its regional and global integration through a set of free trade agreements (FTA), its participation in the Pacific Alliance and its OECD membership. Despite the 16 FTAs giving the country access to more than 60 markets, Colombian exports are concentrated among very few products and exporting companies. Levels of protectionism are still high, mainly taking the form of non-tariff barriers to trade. A certain deindustrialisation occurred in Colombia and the country does not currently have what would be considered a modern industrial policy. There is potential to strengthen certain value chains and foster their integration into international markets.

**Colombia can play an important role in environmental conservation as well as climate change mitigation and adaptation, and is at the same time particularly vulnerable to climate change.** The diversity of the country's ecosystems and the fact that more than half of the country itself is covered by forests makes Colombia the second-most biodiverse

country in the world and relatively rich in terms of water. Similar to other middle-income countries, Colombia's natural resources are under pressure. Unsustainable agricultural practices, extractive industries, road traffic and urbanisation exert major pressure on biodiversity and ecosystems. One-third of hydrographic zones are in critical state in terms of water quantity, quality and inundation risks. Additionally, large parts of the population have settled in coastal areas prone to flooding or in the Andean mountains, where land instability and water shortages are already a reality. Due to its geographic location, the country is exposed to a high recurrence and magnitude of extreme weather events (e.g. El Niño).

**Environmental protection efforts continue to be hampered by powerful economic interests.** Illicit economies, especially in mining, cause enormous environmental impacts and growing concern (e.g. around 80% of the gold exported from Colombia is produced informally). As a consequence, deforestation continues at an alarming rate, reinforced by the demobilisation of FARC (who used to prevent access to many geographic areas) and the expansion of the agricultural frontier and land appropriation.

**Reduction of deforestation, reforestation, electric mobility, green finance and sustainable urban development are key areas for dealing with climate change.** Within the framework of the Paris Agreement, Colombia has pledged to reduce its greenhouse gas emissions by 20% with the potential to cut them by 30% compared to projections for 2030 with the support of international cooperation. In the process of updating Colombia's Nationally Determined Contribution (NDC) in 2020, Colombia even announced a 51% reduction. The country has a solid institutional system for coordinating climate change mitigation and adaptation measures.

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**Identified needs:** Support in key areas, such as more inclusive framework conditions and integration of sustainable value chains into international markets, promoting sustainable finance, climate change mitigation and adaptation, as well as sustainable water management, also in coordination with regional initiatives (e.g. the Pacific Alliance).

## Social, humanitarian and security

Thanks to efforts over a period of more than a decade, Colombia has achieved an **impressive reduction of poverty, but wealth distribution remains highly unequal amongst the population**. According to the World Bank, national poverty has fallen from 53.2% in 2002 to 27.8% in 2018, and extreme poverty from 14.3% to 4.1%. In absolute terms, the number of poor individuals in Colombia amounts to approximately 12.8 million, of which 2 million live in extreme poverty. This major reduction notwithstanding, Colombia's poverty rate in 2018 was still higher than the Latin American average. Despite having expanded the quantity and coverage of social programmes, Colombia's inequality level remains one of the highest in the world, with a slight change in the Gini coefficient from 0.553 in 2008 to 0.503 in 2018. Women are more affected by poverty and inequality than men. In 2018, for every 100 men who lived in poor households, 118 women were in the same situation. Due to COVID-19, Colombia's achievements in poverty reduction are at risk of being at least partially reversed. It is also likely that the level of inequality will increase again.

**The provision of basic social services is a challenge in several parts of the country**, with a long-term trend of low indicators of access to and use of education, health and water services in rural and conflict-affected areas. The armed conflict was therefore not only cause for human suffering due to violence. It was also the result and – in a vicious cycle – the cause of the limited presence of state institutions. Beyond basic services, this also deprived people of access to justice, land and protection from violence. The resolution of armed conflicts and a lasting peaceful environment are therefore also preconditions for state institutions to establish a full presence and provide services that allow for real progress and reduction of inequality in these regions.

**Against this backdrop, the peace agreement with the FARC was a milestone in Colombian history**. It led to the demobilisation of the largest insurgent group in Colombia with almost no security incidents, accompanied by an architecture of tools for transformation towards peace that was widely considered exemplary. It also generated high hopes for an improvement of living conditions for the most vulnerable populations and put women and gender equality at the forefront of peace implementation. The 170 municipalities that were most heavily affected by armed conflict and poverty are at the centre of the implementation of the peace agreement. Socio-economic programmes (PDET)

are implemented to boost development in these parts of the country. These efforts notwithstanding, enormous challenges remain as the results achieved so far have not lived up to the expectations of the affected populations.

This is especially the case because the decrease of violence at national level contrasts with the continued presence of the National Liberation Army (ELN) guerrillas as well as **a recent surge of violence and reappearance of armed groups** in many rural areas of Colombia. The security situation in these areas is difficult. The population is confronted with various forms of violence, such as social control imposed by armed groups, limited mobility, land evictions, recruitment of children, selective killings and extortion. Furthermore, the presence of anti-personnel mines and other explosive hazards has increased in 2019 and 2020. The situation is particularly critical for social and environmental leaders, as well as human rights defenders, who are threatened, attacked and killed in alarming numbers. The situation is even more complex than before the peace agreement. The International Committee of the Red Cross (ICRC) has identified at least five non-international armed conflicts in Colombia since 2018.

**Internal displacement continues to be a major challenge in Colombia**. The peace agreement briefly led to a decrease in the annual number of newly displaced people since 2012, only for that number to increase again between 2018 and 2020. The number of refugees and immigrants from Venezuela has increased drastically and currently stands at 1.8 million. Many of them, as well as internally displaced people (IDP), live in precarious conditions. The large numbers and humanitarian needs have surpassed the national capacity to cope and, as a consequence, refugees, migrants and internally displaced persons face risks posed by drug trafficking, smuggling, human trafficking, forced recruitment, gender-based violence and sexual exploitation, among others.

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**Identified needs:** Support in protecting the population from armed violence, meet short- and medium-term humanitarian needs, prevent conflict and continue the progress made in terms of the implementation of the peace agreement.



A tourist guide shows the fauna and flora of Casanare in the Llanos Orientales as part of the Safari experience supported by SECO.





# Development cooperation context



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## Partner country national frameworks

There are four national frameworks that serve as a policy frame for Colombia:

**National Development Plan 2018–2022:** The government's NDP is based on the formula Legality + Entrepreneurship = Equity. The aim is to enhance equity based on two pillars: the rule of law and entrepreneurship. The NDP seeks to improve state presence and justice services. It also strives to increase access to the labour market and boost income generation by fostering entrepreneurship. The NDP continues to have a strong regional focus, pledging to support strategic projects in the areas of infrastructure and clean energy, among others.

Based on the NDP and the Sustainable Development Goals (SDGs), the **Strategy for International Cooperation 2019–2022** focuses on five pillars: rural development, migration, peace and territorial stability, entrepreneurship and creative economy (so-called "orange economy"), as well as conservation and environmental sustainability. In addition, the roadmap highlights the important role of international cooperation in supporting the implementation of the SDGs.

**1** Cocoa is considered a "peace crop" in Colombia as it provides economic opportunities for people in areas most affected by conflict.

**2** Activities for the protection of children's rights in areas affected by conflict and humanitarian emergencies.

**3** Switzerland continues to support the corporate development of water companies throughout the country and at the policy and financing levels.

### **Implementation plan for the peace agreement**

**(PMI):** In order to transform the peace agreement with the FARC into real change, the Colombian government has operationalised the various commitments made in the PMI. The plan defines how the peace agreement is put into practice over a period of 15 years. To that end, it contains 578 specific tasks distributed over the six main topics of the peace agreement. In addition to this long-term plan, the current government has also issued its “Peace with Legality” policy as a framework for the implementation of the peace agreement.

The fourth national framework, and part of the PMI, consists of the **Development Programmes with Territorial Focus (PDETs)**. The PDETs are based on the idea that sustainable peace can only be achieved if the structural conditions of inequality, injustice, social exclusion and discrimination of rural areas are addressed holistically. The “territorial focus” stands for a participatory bottom-up planning process in which the rural communities of 170 municipalities in 16 sub-regions historically affected by the armed conflict have defined a 10-year collective vision and agreed on key proposals and priorities to transform their territories in this timeline.

### **Cooperation partner landscape and presence of Swiss organisations**

According to official figures, **Official Development Aid (ODA) in Colombia amounted to only 0.6% of the gross national income (GNI) in 2018**. This indicates that the implementation of the peace agreement as well as post-conflict reconstruction and development efforts continue to largely depend on national resources. The role of ODA in this context is to fill critical gaps. Multilateral cooperation is characterised by a strong presence of the World Bank Group, the Inter-American Development Bank and the United Nations (UN) system<sup>1</sup>. As for bilateral cooperation in Colombia, its main partners are the United States, the European Union (EU), Spain, Germany, France, the Netherlands, Sweden, Norway, Canada and Switzerland.

### **Between 2015 and 2020, Switzerland ranked fifth to seventh among cooperation partners in terms of the overall volume of its cooperation.**

It is one of the few cooperation partners that focuses on longer-term economic reforms and combines economic development cooperation with humanitarian aid and peace promotion, thus working in the triple nexus. In addition to its official presence in Colombia via its embassy, numerous Swiss non-governmental organisations maintain their own individual cooperation programmes. An existing exchange platform for Swiss non-governmental organisations (NGO) coordinates the efforts of organisations with a permanent presence in Colombia<sup>2</sup>. They implement activities in various parts of the country, focusing mainly on human rights and humanitarian challenges.

### **Cooperation with like-minded countries and active participation in coordination mechanisms improves the impact of the Swiss Cooperation Programme.**

A coordination architecture (*Grupo de Cooperantes (GruC)*) was established in 2010 by the main cooperation partners in order to improve the coordination and efficiency of cooperation. Since 2015, the GruC, which is comprised of 27 members<sup>3</sup>, is focussed on supporting the efforts for the implementation of the peace agreement. Additionally, a humanitarian cooperation partner group led by the European Civil Protection and Humanitarian Aid Operations (ECHO) was established in 2014 (OCHA, ECHO, PRM/US, Sweden, Germany, Canada, Norway, Switzerland) and seeks to strengthen coordination of efforts and increase the visibility of humanitarian needs.

Within the GruC, Switzerland takes the lead or participates actively in the following thematic groups: Public Financial Management, Land Management, Competitiveness and the Private Sector, Human Rights, Environment, Gender, and Peace and Transitional Justice. Switzerland will further strengthen its coordination efforts and cooperation with specialised bilateral and multilateral partners, including with multi-donor trust funds.

<sup>1</sup> The UN system is active in Colombia with almost all of its agencies, including its Verification Mission, UNDP, OCHA, UNHCHR, WFP, UNFPA, UNICEF, UNIDO and UN WOMEN.

<sup>2</sup> The members of the platform are HEKS-EPER Swiss Church Aid, Swissaid, Swisscontact, Terre des hommes Switzerland, Basel and Lausanne, Fundación Doctora Clown, Caritas Switzerland, Federación Luterana Mundial, Comundo, and Fastenopfer/Cordep.

<sup>3</sup> Such as Switzerland, other embassies including the EU Delegation, foreign cooperation agencies, the United Nations, the Organization of American States (OAS) and the World Bank Group.

## Switzerland's long-term interests in Colombia

**Good bilateral relations with Colombia are in Switzerland's long term interest** in accordance with Article 54 of Switzerland's constitution. This is true in general because of Colombia's political and economic weight in the region and also because it is a like-minded partner in many ways, e.g. in terms of multilateral processes and implementing the 2030 Agenda. Additionally, but not exhaustively, Switzerland has the following five important long-term interests in Colombia.

**Peace, respect for human rights and good governance** are goals in their own right and a precondition to ensuring human security and protecting democratic principles. Switzerland's main interest, as reflected in its Foreign Policy Strategy 2020–2023, is to support Colombia in these areas, including fighting corruption and promoting a stable and safe environment, which is also the basis for economic growth. This is why Switzerland has seized the opportunity to support the peace process. It is doing so in line with Swiss core values such as peaceful conflict resolution, inclusivity and impartiality.

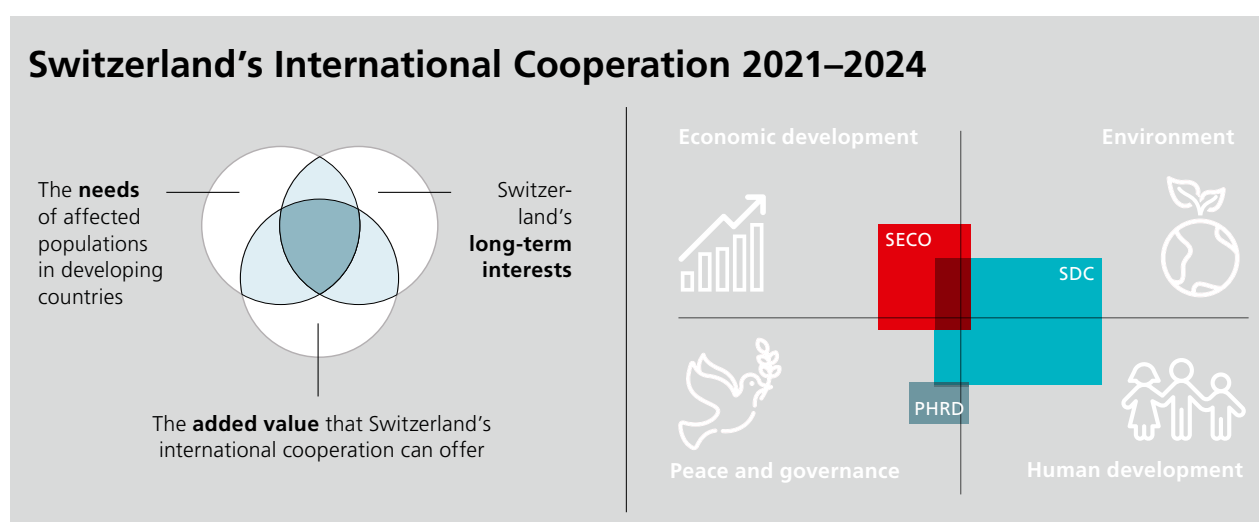
**Economic development and trade.** Switzerland can build on good economic relations with Colombia, including a comprehensive institutional framework of agreements on technical and scientific cooperation, investment protection and double taxation, as well as a free trade agreement with the European Free Trade Association (EFTA). There is potential for further expansion of the trade relations in terms of Swiss exports and

imports. In the past, trade balance has traditionally been in Colombia's favour, but Switzerland has had a trade surplus since 2017. Swiss economic cooperation can help to develop new sectors and standards, diversify trade, make it more sustainable and therefore encourage better utilisation of the EFTA-Colombia free trade agreement. It can also help to improve framework conditions for Swiss investments and Colombia's integration in the global market.

**Climate change and environmental protection** in Colombia are important issues for Switzerland in view of the country's natural conditions and biodiversity, which is of global importance. There is also potential to increase the existing collaboration on climate change mitigation, e.g. through the mechanisms established under Article 6 of the Paris Agreement.

**Humanitarian tradition.** The humanitarian tradition of alleviating suffering and saving lives is in Switzerland's interest. In Colombia, Switzerland implements its universal humanitarian mandate with a focus on protecting and helping people who are in distress because they had to leave their homes, because of armed violence or because of both. Switzerland can also provide help quickly in the event of sudden catastrophes such as natural disasters.

**Scientific and academic collaboration** is one of the main areas of interest for Switzerland's academic institutions and has increased considerably with Colombian partners, especially in the area of applied sciences. Joint projects, e.g. in engineering, contribute to practical solutions in Colombia and nurture innovation in both countries.









# Swiss contributions 2017–2020



## Assessment of the Cooperation Programme 2017–2020

**Overall, the Swiss Cooperation Programme 2017–2020 has been implemented successfully, with mostly positive results in all key topics.** This assessment is underpinned by several external programme evaluations, peer reviews and the mid-term review of the Programme. As confirmed through dialogue with Colombian partners, Switzerland is supporting Colombia in terms of key topics that are highly relevant for the country's current development stage and the historic moment of the peace process. These include protection, mine action, peace, climate change mitigation and adaptation, creation of decent jobs, sustainable urban development, and water and land management.

**However, the years 2017–2020 have also demonstrated that peace and development processes are not linear.** While Colombia made continuous progress in terms of key indicators from 2002–2016, some positive tendencies such as reduction of poverty and inequality came to a halt or even reversed. There have also been important external factors such as the Venezuela crisis and COVID-19. Within this dynamic context, the Swiss Cooperation Programme has been adaptive enough to stay relevant while still focussing on long-term structural transformations.



**1** Deminers reaching an area for clearance of explosive hazards in Algeciras (Huila).

**2** Innovative financing like social bonds provide better access to credit for small and medium-sized enterprises.

**3** Sustainable infrastructure projects such as the Transmicable in Bogota, provide better social and economic perspectives for the next generation.

**There is room for Switzerland to further concentrate its thematic portfolio on the most important key topics that correspond to Switzerland's areas of added value and interests.** This would also foster institutional relations between the two countries and therefore contribute to the sustainability of the Swiss cooperation beyond 2024. Furthermore, Switzerland sees the potential to capitalise even more on the triple nexus, thus using the interlinkages between stakeholders in humanitarian aid, economic development and peace promotion. Switzerland aims to foster policy dialogue at different levels of government and support multi-stakeholder platforms that help to elaborate a joint vision in terms of development and strengthen Colombia's implementation capacity.

## Lessons learned and Swiss added value

This chapter draws some general lessons learned from the previous implementation of Switzerland's cooperation in Colombia and explores some of the features where Swiss cooperation adds value.

■ **Complementary efforts require connection and dialogue:** Colombia is home to an impressive amount of initiatives that aim to address the needs outlined in the chapters above. These initiatives are implemented at all levels of the state (national, regional, local), and by a wide range of stakeholders (national and local institutions, civil society organisations, private sector, international community). Often, initiatives do not sufficiently benefit from potential synergies with other efforts, and links between different areas (humanitarian, security, economic, political, etc.) are rarely made. On many occasions, overlapping responsibilities and insufficient coordination has led to friction. While there are some platforms for exchange, those often lack concrete mechanisms to reach binding conclusions and resolve existing disagreements. Swiss cooperation has three distinct aspects of added values with respect to this challenge:

- ▶ Firstly, the three cooperation programmes coordinated under the roof of the Swiss Embassy are aware of their own thematic and geographic synergies and capitalise on them, including input from headquarters and between multilateral and bilateral cooperation. Their broad network of partners allows them to connect crucial stakeholders and initiatives.
- ▶ Secondly, Switzerland's strength in terms of sustaining policy dialogue through the combination of its different levels of engagement adds value and fosters innovation. This includes connecting crucial

stakeholders and initiatives through Swiss engagement with UN organisations, multilateral development banks and a broad network of partners through well-established feedback loops that sustain Swiss policy stances.

- ▶ Thirdly, with its tradition of participation and dialogue, Switzerland has useful tools to offer in this respect as well. The three cooperation programmes can help build bridges between different sectors, strengthen the social fabric and promote community participation, and bring together different stakeholders who can foster Colombia's peace-building efforts and development.

■ **Flexibility is key:** Colombia is a highly dynamic context. While this results in many opportunities for change and improvements where needed, it is also a challenge due to limited predictability. Although the overall needs and priorities are somewhat stable, the specificities of engagement strategies, both by state and non-state stakeholders, are subject to constant change.

- ▶ Switzerland has flexible cooperation mechanisms, and is therefore a meaningful partner in a dynamic environment such as Colombia. Thanks to its innovative approaches and technical expertise, as well as its willingness to take risks, Switzerland is able to make solid contributions at short notice. Its transparent and permanent dialogue with all its partners makes sure that those contributions respond to actual humanitarian and development needs (demand driven).

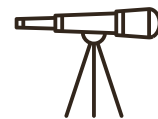
■ **Knowledge exchange:** Given Colombia's progress on many socioeconomic indicators, access to knowledge becomes more important than financial volumes over time. The country is increasingly looking for new cooperation modalities with a stronger focus on knowledge exchange and mutual learning. This will enable Colombia to increasingly serve as a reference for other developing countries in specific areas in which it has progressed significantly.

- ▶ Switzerland places a strong emphasis on technical know-how, expertise and the use of international networks to share experience and best practices. Using those characteristics of its cooperation and further strengthening them, it can act as a knowledge broker and help Colombia capitalise more on peer-learning platforms, including for south-south learning and triangular cooperation, and connect the country to international knowledge hubs.



Adventure and nature tourism have a great potential in Colombia and can also create jobs.





# Implications for the Cooperation Programme 2021–2024



1

The implication of the complex Colombian context and the broad-based Swiss development cooperation described above point towards the current programme with features of continuity and aspects of gradual adjustments – all with a view beyond 2024.

**Features of continuity** are the main programmatic lines of intervention and the combination of Switzerland’s various instruments of international cooperation with a focus on the triple nexus and the link to the Swiss private sector and academia. Furthermore, in a context of increased unpredictability in the coming years, Switzerland will continue to adapt flexibly and swiftly to changes and challenges as they emerge. Lastly, midway into the implementation of this programme, its aims will be reviewed and adapted to the changing context if necessary.

**Aspects of adjustments** include an increased focus on combining policy work and impact in the different regions of Colombia in order to reduce inequalities. The programme will also place an even stronger focus on combining the Cooperation Programme with long-term Swiss foreign policy and economic interests. Indeed, in Colombia, Switzerland can explore how to further concretise the paradigm shifts in international relations. For some years now, the boundaries between global issues, bilateral relations and development



3

**1** Switzerland contributed to the framework for denominations of origin – including for cheese – thereby valuing the local culture, which in turn leads to higher incomes for local residents.

**2** Mine clearance operations in Cajibío municipality in Cauca.

**3** Child-friendly space for protection of children in Tumaco.

objectives – including the imperative to *Leave No One Behind* – have been dissolving. Switzerland and Colombia can capitalise on the common framework of the 2030 Agenda and the UN’s Sustainable Development Goals.

For Switzerland in Colombia, this implies the deepening of high-level knowledge exchanges that are of interest to both countries – tapping into centres of excellence that can be found globally and in the broad Swiss networks. It also means an even more intensive engagement on the regional and multilateral level in selective areas of interest in collaboration with the strong network of Swiss representatives in the Americas (south-south cooperation). And, first and foremost, it signifies a heightened awareness of and agility in seizing opportunities.

With regard to the humanitarian programme in Colombia, an even stronger focus on protection is foreseen, as is the transformation into a regional protection hub by 2024, taking into account the challenges arising from the Venezuela crisis.

### **Priorities and overall objective of the Cooperation Programme 2021–2024**

In response to Colombia’s multifaceted political, social and economic challenges and contributing to the implementation of the SDGs and Switzerland’s International Cooperation Strategy 2021-2024, Switzerland has set the following overall objective and priorities for the next four years.

## In its Cooperation Programme 2021–24, Switzerland will strive towards a **prosperous, inclusive and peaceful Colombia**

Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

To achieve this goal, Switzerland engages in policy dialogue; knowledge exchange; provides technical assistance, humanitarian aid and protection measures; creates local capacities; and works with all parts of society, including migrants and refugees.

### **Swiss portfolio outcomes:**

**Protection, early recovery and access to basic services**

**1**

**Peace promotion and conflict prevention**

**2**

**Sustainable cities and territories, stronger institutions and better public services**

**3**

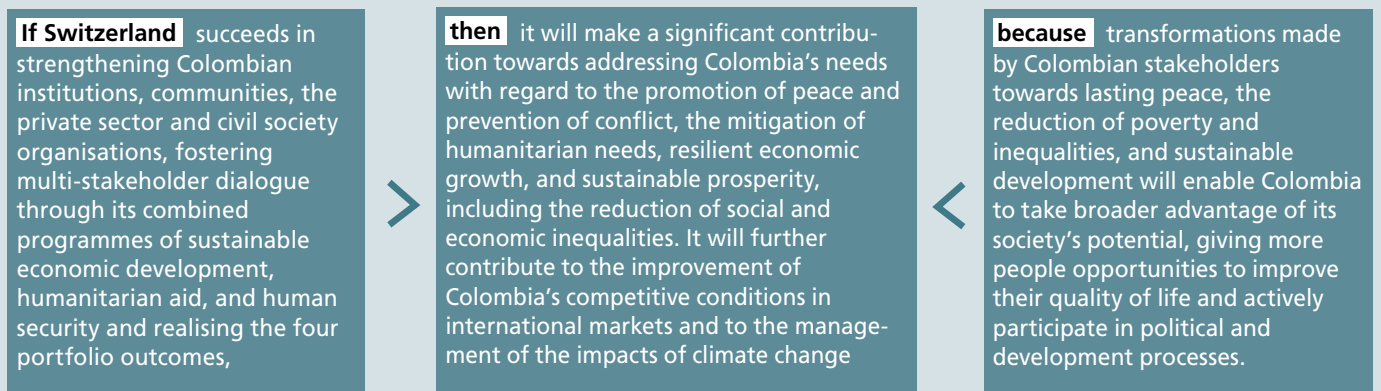
**Regional competitiveness and decent jobs**

**4**

Switzerland takes gender equality, climate change and good governance into account in all its activities.



## Theory of change



## Programme implementation

The Cooperation Programme will be implemented by the three agencies in Colombia coordinated under one embassy roof:

- The State Secretariat for Economic Affairs (SECO) with its Economic Development Cooperation Programme.
- The Swiss Agency for Development and Cooperation (SDC) with its Humanitarian Programme (HA) and its Global Cooperation (GC) Water as well as Climate Change and Environment Programmes.
- The Peace and Human Rights Division (PHRD) with its Peace and Human Rights Programme.

The operational aspects of programme implementation are described in two annexes and include the

specific lines of action with detailed objectives, the modalities of implementation, overarching issues, monitoring and accountability mechanisms, and financial resources:

- Humanitarian Aid, Peace and Human Rights, Global Cooperation Water and Climate Change & Environment annex
- Economic Cooperation and Development (SECO) annex



# Overall goal and budget of the Swiss Cooperation Programme 2021–2024: a prosperous, inclusive and peaceful Colombia

Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

Swiss portfolio outcomes	Protection, early recovery and access to basic services	Peace promotion and conflict prevention	Sustainable cities and territories, stronger institutions and better public services	Regional competitiveness and decent jobs
Objectives	Mitigate the impact of the humanitarian crises and address priority needs such as basic services, recovery of livelihoods and access to protection	Contribute to sustainable peace via the implementation of the peace agreement with the FARC and the resolution and prevention of other conflicts	Transition towards sustainable cities and territories, stronger institutions and better public services by strengthening public finance management as well as planning and financing of sustainable infrastructure	Transition towards improved regional competitiveness and decent jobs by supporting innovation, skills development, sustainable finance and integration into responsible global value chains
Main measures	<ul style="list-style-type: none"> <li>– Strengthening protection mechanisms</li> <li>– Supporting integrated mine action</li> <li>– Providing humanitarian emergency assistance</li> <li>– Advancing basic services and improving livelihoods in conflict-affected regions</li> </ul>	<ul style="list-style-type: none"> <li>– Dealing with the past</li> <li>– Promoting the safe and effective political participation of communities at the territorial level</li> </ul>	<ul style="list-style-type: none"> <li>– Supporting a strong regulatory framework in the areas of public and private finance and strengthening implementation capacity</li> <li>– Strengthening planning and investment capacities of cities in sustainable urban development</li> </ul> <p><i>Joint complementary measures between SECO and the SDC Global Programmes Water and Climate Change &amp; Environment:</i></p> <ul style="list-style-type: none"> <li>– <i>Natural infrastructure and ecosystem services valuation as well as conservation</i></li> <li>– <i>Promoting energy efficiency and thermal comfort in buildings</i></li> <li>– <i>Enhancing water governance and scaling-up of corporate water stewardship</i></li> </ul>	<ul style="list-style-type: none"> <li>– Contributing to an efficient, sustainable and inclusive business environment, including in terms of the labour market</li> <li>– Improving access to sustainable finance for SMEs</li> <li>– Fostering export-oriented, responsible, compliant value chains</li> <li>– Fostering the integration of ESG factors in the private sector</li> </ul>
Planned budget	SDC/HA: CHF 48 million PHRD: CHF 4.4 million		SECO: CHF 45 million  SDC/GC: CHF 2.3 million	
<b>Total budget</b>	<b>CHF 100 million</b>			

Switzerland takes gender equality, climate change and good governance into account in all its activities, as well as conflict-sensitive programme management and Do No Harm as an integrated approach (SDC and PHRD).

## Abbreviations

<b>CAN</b>	Comunidad Andina (Andean Community)
<b>CHF</b>	Swiss franc
<b>COVID-19</b>	Coronavirus disease 2019
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>EFTA</b>	European Free Trade Association
<b>ELN</b>	National Liberation Army
<b>EU</b>	European Union
<b>FARC</b>	Revolutionary Armed Forces of Colombia
<b>FDFA</b>	Federal Department of Foreign Affairs
<b>FTA</b>	Free trade agreement
<b>GDP</b>	Gross domestic product
<b>GNI</b>	Gross national income
<b>GruC</b>	Grupo de Cooperantes
<b>HEKS-EPER</b>	Swiss Church Aid
<b>ICRC</b>	International Committee of the Red Cross
<b>IDP</b>	Internally displaced person
<b>NDC</b>	Nationally determined contribution
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-governmental organisation
<b>OAS</b>	Organisation of American States
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>ODA</b>	Official Development Aid
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PDET</b>	Development Programs with Territorial Focus
<b>PHRD</b>	Peace and Human Rights Division
<b>PMI</b>	Implementation plan of the peace agreement
<b>PRM/US</b>	Bureau of Population, Refugees, and Migration/US Department of State
<b>RMRP</b>	Regional Refugee and Migrant Response Platform
<b>SDC/GC</b>	Swiss Agency for Development and Cooperation/Global Cooperation
<b>SDC/HA</b>	Swiss Agency for Development and Cooperation/Humanitarian Aid
<b>SDGs</b>	Sustainable Development Goals
<b>SECO</b>	State Secretariat for Economic Affairs
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>US</b>	United States
<b>USD</b>	United States dollar
<b>WFP</b>	World Food Programme

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**State Secretariat for Economic Affairs SECO –  
Economic Cooperation and Development**

The State Secretariat for Economic Affairs SECO is part of the Federal Department of Economic Affairs, Education and Research (EAER). SECO's Economic Cooperation and Development division implements economic cooperation and development activities with middle-income developing countries, with countries of Eastern Europe as well as the new Member States of the European Union. It coordinates Switzerland's relations with the World Bank Group, the regional development banks and the economic organizations of the United Nations.

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**Swiss Agency for Development and Cooperation SDC –  
Humanitarian Aid and Global Cooperation**

The Swiss Agency for Development and Cooperation (SDC) is Switzerland's international cooperation agency within the Federal Department of Foreign Affairs (FDFA). SDC is responsible for implementing the Federal Council's foreign policy on humanitarian aid and development. Swiss Humanitarian Aid is involved in protecting the interests of vulnerable population groups prior to, during and after periods of conflict, crises or natural disasters. SDC's Global Programmes work worldwide to promote a globalisation conducive to development.

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**State Secretariat FDFA, Peace and Human Rights Division**

The Peace and Human Rights Division (PHRD) is the centre of expertise for the promotion of peace, human rights and the protection of the individual. It works to prevent armed conflicts, bring about a peaceful resolution to existing conflicts, strengthen the international normative framework, particularly in the field of human rights, and protect those affected by armed conflicts, other situations of violence and disasters.

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**Swiss Agency for Development and Cooperation SDC**  
State Secretariat, Peace and Human Rights Division PHRD

COOPERATION  
PROGRAMME

Annex 1

# Colombia

**Swiss Cooperation Programme 2021–2024**

Humanitarian Aid

Peace and Human Rights

Global Programmes Water and Climate Change & Environment



# Cooperation Strategy 2017–2020: main results by domain

The Swiss Cooperation and its partners maintained its presence and activities throughout the four years and in the areas most affected by armed conflict, violence and migration. During this time, the humanitarian needs of people at risk and people in distress remained manifold due to forced recruitment, gender-based violence, forced displacement, threats and violence against leaders and human rights defenders, and the presence of anti-personnel mines and other explosive hazards. The Swiss Cooperation addressed these needs in collaboration with its partners and in coordination with the Colombian government through measures for the prevention, protection, and self-protection of communities and people at risk. Switzerland helped make the implementation of the peace agreement a participatory, inclusive and diverse process at the territorial level.

Women, ethnic communities and other groups were involved in peacebuilding and truth-seeking processes. As a result of these various efforts, communities improved their living conditions. Furthermore, public-private alliances in water management were effective. They successfully involved multiple companies from different sectors, along with the National Business Association of Colombia (ANDI), to reduce negative impacts on water quality and promote collective action. Key policy contributions were the introduction of water criteria in agricultural planning and the establishment of a regional institutional water monitoring plan with the Ministry of the Environment. Another alliance put in place a community, public and private scheme to preserve and restore ecosystem services.

## DOMAIN 1

### Protection of affected population

Access to adequate and gender-responsive protection mechanisms for:

- **19,500 minors** (51% female, 49% male) at risk of forced recruitment.
- **630 communities** and 5,000 individuals (36% female, 64% male) at risk of armed violence/displacement and human rights violations (incl. 131 protection and self-protection mechanisms strengthened).
- **63,000 people** (52% female, 48% male) registered in civil registries.
- **229 women's organisations** strengthened to prevent risks of SGBV.

Comprehensive mine action processes in highly contaminated communities:

- **13,250 people** (52% female, 48% male) with better knowledge to prevent risks.
- **1,700 victims** and their caretakers (49% female, 51% male) improved their health.
- **414,300 m<sup>2</sup>** with increased security conditions through humanitarian demining.

Humanitarian emergency assistance and protection for people affected by the armed conflict, Venezuelan crisis, etc.:

- **1,100,000 people** (60% female, 40% male) supported to cover their immediate basic needs.
- **305,000 people** (44% female, 56% male) achieved some early recovery of their living conditions in terms of water and sanitation, income generation, health, education and habitat.

## DOMAIN 2

### Peacebuilding and human rights

Comprehensive actions for sustainable livelihoods for people affected by conflict:

- **Improved habitat** for 414 people (67% female, 33% male).
- **Access to water and sanitation** for 79,277 people (49% female, 51% male).
- **23 WASH participative projects** (aqueducts, treatment plants) co-financed by the Vice Ministry of Water and Sanitation.
- **Better food security** for 2,341, 110 people (51% female, 29% male).
- **Income generation** for 57,567 people (49% female, 51% male).

Mechanisms for dealing with the past:

- **1,587 claimants of territorial rights** learned to manage conflicts independently and/or with the competent public institutions.
- **5 local observatories** of land established and operating; 174 public officials sensitised.
- **Civil society organisations and citizens** strengthened to participate in peacebuilding processes (e.g. linked to negotiation spaces, formulation of development plans with a territorial approach (PDETs), land restitution).
- **Memory pieces created:** four with the public forces and four with entrepreneurs, to make their voices heard in the overall process of truth seeking.

## DOMAIN 3

### Inclusive and sustainable economic development

Valuing water for more sustainable business (SDC):

- **The National Business Association of Colombia and 28 companies engaged** in corporate water management. In 2020, 12 more received technical support, including SMEs.
- **Savings of 1.6 million m<sup>3</sup> of water** in four years. Over **201,175 MWh of energy savings** over three years.
- Contribution to the **National Water Study** (2018), led by IDEAM and the Ministry of Environment. **Water monitoring** plan developed for the Huila Department.
- **Mountain ecosystems conservation initiative miPáramo:** 572 families have signed voluntary conservation agreements, 3,872 hectares are under conservation, and 361 hectares have been restored. Women's leadership roles are in place.
- **miPáramo leveraged more than USD 1 million per year** through counterparts from private funds (Bavaria), GIZ and others.
- **Latin American Community of Practice** well-positioned on water knowledge exchange with more than 300 professionals from 17 countries.
- **Pacific Alliance** inclusion of corporate water stewardship in its discussions and agenda, engagement of the Business Council.

# In its Cooperation Programme 2021–24, Switzerland will strive towards a **prosperous, inclusive and peaceful Colombia**

Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

To achieve this goal, Switzerland engages in policy dialogue; knowledge exchange; provides technical assistance, humanitarian aid and protection measures; creates local capacities; and works with all parts of society, including migrants and refugees.

## Swiss portfolio outcomes:

**1**  
Protection, early recovery and access to basic services

**2**  
Peace promotion and conflict prevention

**3**  
Sustainable cities and territories, stronger institutions and better public services

**4**  
Regional competitiveness and decent jobs

Switzerland takes gender equality, climate change and good governance into account in all its activities.

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## Swiss Agency for Development and Cooperation SDC – Humanitarian Aid and Global Programme Water and Climate Change & Environment

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## State Secretariat FDFA, Peace and Human Rights Division PHRD

The PHRD is the centre of expertise for the promotion of peace, human rights and the protection of the individual. It works to prevent armed conflicts, bring about a peaceful resolution to existing conflicts, strengthen the international normative framework, particularly in the field of human rights, and protect those affected by armed conflicts, other situations of violence and disasters.

# Overall goal and budget of the Swiss Cooperation Programme 2021–2024: a prosperous, inclusive and peaceful Colombia

Swiss portfolio outcomes	Protection, early recovery and access to basic services	Peace promotion and conflict prevention	Sustainable cities and territories, stronger institutions and better public services	Regional competitiveness and decent jobs
Objectives	Mitigate the impact of the humanitarian crises and address priority needs such as basic services, recovery of livelihoods and access to protection	Contribute to sustainable peace via the implementation of the peace agreement with the FARC and the resolution and prevention of other conflicts	Transition towards sustainable cities and territories, stronger institutions and better public services by strengthening public finance management as well as planning and financing of sustainable infrastructure	Transition towards improved regional competitiveness and decent jobs by supporting innovation, skills development, sustainable finance and integration into responsible global value chains
Main measures	<ul style="list-style-type: none"> <li>– Strengthening protection mechanisms</li> <li>– Supporting integrated mine action</li> <li>– Providing humanitarian emergency assistance</li> <li>– Advancing basic services and improving livelihoods in conflict-affected regions</li> </ul>	<ul style="list-style-type: none"> <li>– Dealing with the past</li> <li>– Promoting the safe and effective political participation of communities at the territorial level</li> </ul>	<ul style="list-style-type: none"> <li>– Supporting a strong regulatory framework in the areas of public and private finance and strengthening implementation capacity</li> <li>– Strengthening planning and investment capacities of cities in sustainable urban development</li> </ul> <p><i>Joint complementary measures between SECO and the SDC Global Programmes Water and Climate Change &amp; Environment:</i></p> <ul style="list-style-type: none"> <li>– Natural infrastructure and ecosystem services valuation as well as conservation</li> <li>– Promoting energy efficiency and thermal comfort in buildings</li> <li>– Enhancing water governance and scaling-up of corporate water stewardship</li> </ul>	<ul style="list-style-type: none"> <li>– Contributing to an efficient, sustainable and inclusive business environment, including in terms of the labour market</li> <li>– Improving access to sustainable finance for SMEs</li> <li>– Fostering export-oriented, responsible, compliant value chains</li> <li>– Fostering the integration of ESG factors in the private sector</li> </ul>
Planned budget	SDC/HA: CHF 48 million PHRD: CHF 4.4 million		SECO: CHF 45 million  SDC/GC: CHF 2.3 million	
<b>Total budget</b>	<b>CHF 100 million</b>			





# Priorities, objectives and theories of change

The Swiss Cooperation Programme 2021–2024 includes four portfolio outcomes, out of which three are presented in the following chapter. The fourth Swiss portfolio outcome is outlined in Annex 2.

1

## Swiss portfolio outcome

### **Protection, early recovery and access to basic services** (under the responsibility of SDC)

*IC Strategy sub-objective 5:*

Providing emergency aid and ensuring the protection of civilians

*IC Strategy sub-objective 7:*

Strengthening equitable access to quality basic services

*IC Strategy sub-objective 9:*

Strengthening and promoting human rights and gender equality

## Challenges

Despite a decrease in violence on a national level and significant efforts to implement the peace agreement with the Revolutionary Armed Forces of Colombia – People’s Army (FARC-EP), the dynamics of violence continue in many – mainly marginalised – regions of the country. Even with strong support from the international community, gaps in the humanitarian response to the consequences of armed violence and

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Community urban orchards for food security in vulnerable areas of Bogotá.

natural catastrophes remain significant, especially in rural areas with difficult access and urban areas controlled by organised armed groups. The complex situation has multiple effects on the civilian population, which can differ for men and women, and are especially severe for children. It jeopardises essential humanitarian conditions and leads to trauma and fragmentation. Deteriorating effects include, on the one hand, the interruption of people's access to their basic means of living such as water systems, crop fields and shops due to mines or threats by armed groups. On the other hand, there is a lot of pressure on community-based protection mechanisms such as early warning systems, which rely on people being connected and able to communicate swiftly with state institutions. In other cases, temporarily identified safe areas for displaced persons have become insecure due to the presence of illegal armed groups, which in turn leads to more forced displacement.

Moreover, the number of migrants and refugees arriving from Venezuela has increased drastically, reaching 1.8 million in 2020. The manifold risks they face are exacerbated by their lack of a legal status, thwarting access to vital services. Host communities see their own situation and basic services increasingly overburdened, leading to irritation and in some cases risk of xenophobia. Beyond Colombia, migration from Venezuela is also a challenge for many other countries in the Latin American region.

Furthermore, the humanitarian consequences of the coronavirus disease 2019 (COVID-19) pandemic and the more than five-month-long nationwide lockdown are yet to be fully assessed. The socio-economic impact will certainly be severe and particularly affect the most vulnerable, who will require urgent life-saving responses linked with longer-term support for recovery. The sum of these humanitarian needs potentially surpasses the national capacity to cope, leaving critical gaps.

## Objective and Focus

The Swiss cooperation will help mitigate the impacts of the humanitarian crises (caused by armed conflict and violence, migration, forced displacement, natural disasters) through the implementation of tangible interventions to reduce risks and improve protection and living conditions in emergencies. It will address priority needs such as basic services (including water and sanitation, education and health), income generation and recovery of livelihoods, as well as access to protection mechanisms in marginalised areas of Colombia. These interventions will include connections to long-term development and governance dimensions

(Nexus). Furthermore, protection activities will undergo an extension of geographic orientation from Colombia towards the Latin American region.

## Theory of change

**If**, through Swiss intervention, humanitarian actors and institutions are able to develop comprehensive, conflict-sensitive, inclusive and human rights-based responses to address the urgent and medium-term needs of the most vulnerable communities, **then** this will mitigate the humanitarian impacts, reduce risks, and improve the socio-economic and security conditions.

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### Outcome statement 1: Protection

Protection mechanisms and life-saving services respond effectively to the immediate protection and humanitarian needs of the most vulnerable women and men, girls and boys, especially among the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the Latin American region.

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### Outcome statement 2: Early recovery and access to basic services

Access to sustainable basic services and durable solutions can comprehensively mitigate the impacts of humanitarian crises (caused by armed conflict and violence, migration, forced displacement and natural disasters) and promote the socio-economic recovery of the affected men and women, girls and boys, especially among the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the region.

## Proposed measures by the Swiss cooperation

### Outcome Statement 1:

- Provide gender-responsive humanitarian assistance according to needs and national response capacity, taking into account special needs and protection risks of vulnerable population groups
- Strengthen human rights and contribute to the protection of communities and persons at risk (male, female, LGBTQ, children) who are suffering from the consequences of humanitarian crises (including migration, forced displacement, recruitment and use of minors, threats and attacks against indigenous and Afro-Colombian communities, social leaders<sup>1</sup>), focusing on self-protection mechanisms and prevention at the community level
- Strengthen protection activities addressing the challenges arising from the Venezuela crisis at a regional level
- Support comprehensive mine-action processes (including humanitarian demining, mine risk education, recovery efforts in highly affected communities, including legal assistance) and assistance to victims of anti-personnel mines, addressing the needs for the survivors and their families or caretakers to access comprehensive assistance
- Support local mechanisms to prevent risks of sexual and gender-based violence and to adequately respond to the needs of survivors.

### Outcome Statement 2:

- Enable actions for positive changes in conflict-affected regions by supporting projects and locally owned systems that advance basic services for communities; actions for the improvement of and access to sustainable livelihoods and better living conditions (i.e. access to water and sanitation, housing, social infrastructure); and actions strengthening the capacity of local institutions to deliver services sustainably and in a participative way
- Complement actions in conflict-affected regions with technical assistance and policy dialogue on water and sanitation at the central and municipal levels
- Develop initiatives to improve children's access to education in emergencies (alternative and non-formal basic education)
- Promote women's participation and leadership in advancing gender-responsive service provision and crisis mitigation at the local level

- Support humanitarian coordination with national and international partners
- Activate the Swiss Cooperation's Latin America Region Rapid Response Group (GIAR) in response to natural or human-made disasters in order to assess humanitarian needs and to coordinate emergency relief
- Take into account the protection challenges arising from the Venezuelan crisis at the regional level of Latin America

## Contribution to Colombia's country objectives

The measures planned under this domain will provide a response to immediate needs for assistance and protection arising from persisting situations of armed conflict and violence, where institutional response is insufficient. The focus on recovery interventions will involve the strengthening of local and national institutions for the provision of basic services to local communities in conflict-affected regions.

2

## Swiss portfolio outcome

### Peace promotion and conflict prevention

(under the responsibility of PHRD and SDC)

*IC Strategy sub-objective 8:*

Preventing conflicts, promoting peace and respect for international law

*IC Strategy sub-objective 9:*

Strengthening and promoting human rights and gender equality

*IC Strategy sub-objective 10:*

Promoting good governance and the rule of law and strengthening civil society

## Challenges

As specified in the chapeau document, the implementation of the peace agreement is a key instrument for promoting peace and preventing conflict. During the initial years of this implementation, efforts focused on immediate measures such as FARC demobilisation and the establishment of the institutional architecture. The focus will now shift towards setting the foundations to achieve the structural transformations mentioned in

<sup>1</sup> Activities aimed at the protection of social leaders through participation will be developed within the Swiss portfolio outcome 2.

the agreement, such as integral rural land reform and the broadening of political participation.

The broad inclusion of civil society in the planning and implementation of these structural transformations is key to their legitimacy and therefore to their success. This inclusion needs to be diverse, ensuring the participation of different groups including women, ethnic minorities and LGBTQ populations.

As Colombia looks toward the future, the institutions for dealing with the past that have been established by the peace agreement continue to work and are expected to deliver crucial results. The Truth Commission will publish its report in 2021, the Special Jurisdiction for Peace will produce important decisions and the Search Unit for Disappeared Persons will continue its investigations. Their work requires close cooperation with the victims and adherence to the highest standards. The significance of the three institutions mentioned notwithstanding, numerous other processes that address issues related to the armed conflict remain pivotal for efforts of dealing with the past in Colombia.

These efforts for structural transformations take place in a complex political environment. Different sectors of society have different opinions on how to implement the agreement and consolidate peace in Colombia. For the peace agreement to have a meaningful positive impact, it is therefore key to build trust between these different sectors of society through positive changes in the everyday life of individuals and through efforts to promote dialogue and understanding between stakeholders.

While important efforts to consolidate the implementation of the peace agreement are taking place, numerous illegal armed groups continue their activities in Colombia. They are inflicting high levels of violence against the civilian population. It is key to support Colombian efforts to end these conflicts.

## Objective and Focus

In this portfolio outcome, the Swiss Cooperation Programme will focus on promoting strong and inclusive transformation processes.

## Theory of change

**If** Switzerland contributes to increased inclusion and trust in the political system and reduced polarisation within society, **then** the political atmosphere will be more conducive to addressing the remaining armed conflicts through dialogue and will, in turn, prevent new violence from emerging. It will do so via its

engagement in the areas of political participation and dealing with the past **because** political decision-making processes that allow for safe and effective participation by different sectors of society, including female participation and leadership, will increase the trust of the population at large in the political system and will advance the democratic opening and political inclusion foreseen by the peace agreement. In addition, established mechanisms for dealing with the past that work in an effective way and produce outcomes that are broadly considered legitimate will contribute to reconciliation and help reduce the current polarisation between different sectors of society.

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**Outcome statement 1:** Civil society and conflict-affected communities participate safely and effectively in political decision-making processes, contributing to the democratic opening and political inclusion foreseen by the peace agreement.

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**Outcome statement 2:** Mechanisms for dealing with the past work effectively and produce outcomes perceived as legitimate, and therefore contribute to reconciliation and a decrease in the polarisation of society.

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## Proposed measures by the Swiss cooperation

- Policy dialogue on the importance of peaceful resolution of armed conflict and violence, and the protection of social leaders and human rights defenders
- Strengthening decision-making processes between institutional and civil society actors by:
  - providing capacity-building for local communities;
  - providing process-design tools for participation, identifying best practices and lessons learned;
  - promoting protection and self-protection mechanisms for local communities; and
  - promoting effective participation and leadership of women in dialogue and decision-making processes
- Advising and giving technical support to mechanisms for dealing with the past, using the most relevant tools, international examples and contacts
- Helping civil society and local partners build a stronger social fabric that allows them to participate more effectively, design stronger protection mechanisms and better manage the adversities of the armed conflict in general
- Implementing the Swiss guidelines on the protection of human rights defenders. The protection



The Mobile Unit for Integral Assistance provides Venezuelan walkers with water, hygiene articles and COVID-19 prevention along the Arauca-Casanare route.

activities for human rights defenders and leaders that participate in decision-making scenarios will complement the activities on protection for communities presented under Swiss portfolio outcome 1: Reduction of protection risks and socio-economic recovery

- Further actions will be aligned with governmental and partner priorities looking towards coordination among them, especially at the local and regional levels
- Helping the government of Colombia to enable opportune management of the most critical risks in conflict-affected regions through a contribution to the UN Multi-Partner Trust Fund for Sustaining Peace in Colombia

### Contribution to Colombia's country objectives

As stated in the chapeau document, in order to transform the peace agreement with the FARC into real change, the Colombian government has operationalised the various commitments made in the *Plan Marco de Implementación* (PMI). The plan defines how the peace agreement will be put into practice over a period of 15 years and contains 578 specific tasks distributed over the six main topics: comprehensive land reform; political participation; the end of the conflict; illicit crops; victims; and implementation, verification and public endorsement. The programme will be contributing to the completion of tasks in three of the six main topics.

## Swiss portfolio outcome

### Sustainable cities and territories, stronger institutions and better public services

(under the responsibility of SDC (Global Programmes Water *GPW* as well as Climate Change and Environment *GPCCE*) and the State Secretariat for Economic Affairs *SECO*<sup>2</sup>)

*IC Strategy sub-objective 3:*

Addressing climate change and its effects

*IC Strategy sub-objective 4:*

Ensuring the sustainable management of natural resources

### Challenges

Colombia is the second-most biodiverse country in the world. More than half of the country is covered by forests and it is home to many natural bodies of water. As in other middle-income countries, Colombia's natural resources are under pressure. Unsustainable agricultural practices, extractive industries, road traffic and urbanisation exert major pressures on biodiversity and ecosystems. One-third of the country's hydrographic zones are in a critical state due to vulnerability to water demand, poor water quality and climate-related risks (droughts and floods)<sup>3</sup>. Water demand and pollution are increasing. Deforestation continues at alarming rates. Air quality in cities is also a main health issue as evidenced by the COVID-19 pandemic. Communities, authorities, the private sector and civil society are realising that the water and climate crises are directly linked to land use, production processes and consumption patterns. Good governance is imperative for sustainability. In this domain, the core competencies of both *SECO* and *SDC* (Global Programmes) come together.

### Objective and Focus

This outcome focuses on strengthening governance for sustainable natural resource management through strategic partnerships and with a global perspective.

<sup>2</sup> *SECO*-specific development challenges and cooperation responses, as well as programme implementation and financial resources, are presented separately.

<sup>3</sup> *IDEAM*, 2019. National Water Study 2018.

## Theory of change

**If**, through Swiss interventions, institutional, private-sector and community-based partners jointly implement actions and policies to monitor and improve water use efficiency and water quality, reduce greenhouse gas emissions and restore ecosystems, **then** economic and social development will be more sustainable and resilient.

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### Outcome statement 1: Ensuring sustainable water management

Territories become more resilient and businesses become more sustainable by taking evidence-based decisions in order to improve water use efficiency, mitigate pollution and preserve the natural infrastructure.

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### Outcome statement 2: Addressing climate change

Establishing more resilient territories and low-carbon cities by reducing air pollutants, improving energy efficiency and restoring ecosystems.

## Proposed measures by the Swiss cooperation

### Outcome Statement 1:

- Reinforcing the implementation of policies for water governance, stronger institutions and data management (water quality and quantity)
- Scaling-up of corporate water stewardship
- Delivery of natural infrastructure preservation through support for local empowerment, entrepreneurship and multi-stakeholder partnerships; sharing and applying of knowledge, including rural WASH knowledge, between Colombia and Peru by stakeholders coming together in communities of practice and international platforms
- Including women's knowledge and enhancing their active role in sustainable natural resource management actions, related institutions and platforms

Joint complementary measure between the SDC Global Programme Water and SECO:

- Natural infrastructure and ecosystem services valuation as well as conservation through support for local empowerment, entrepreneurship and multi-stakeholder partnership

### Outcome Statement 2:

- Development and implementation of policies and regulatory instruments to reduce greenhouse gas emissions and pollutants
- Improvement of air quality in Bogotá resulting in improved public health
- Implementation of collaborative actions for the scaling-up of good practices for the sustainable management of forest landscapes and increased resilience of its population

Joint complementary measure between SDC Global Programme Climate Change and Environment and SECO:

- Promotion of energy efficiency and thermal comfort in buildings resulting to reduced greenhouse gas emissions

## Contribution to Colombia's country objectives

Measures under this outcome contribute to the cross-sectoral Green Growth Policy, which is linked to the National Development Plan (NDP). In the water domain, the actions developed will also contribute to the National Policy on Integrated Water Resource Management, in particular regarding efficient and sustainable water use, and the national water quantity and quality monitoring programme. In terms of climate change, measures contribute to the National Policy on Climate Change and to the National Andean Forest Landscape Monitoring Strategy. Therefore, this outcome responds to Colombia's environmental and development agenda in terms of the reduction of environmental impacts from industrial activities, protection of key ecosystems, sustainable use of natural resources, integrated urban development and mitigation of climate change, as well as the low-carbon development vision.







# Programme implementation and management



Switzerland aims to manage the implementation of this programme effectively and efficiently through an appropriate mix of modalities and instruments, close external and internal coordination based on an integrated Swiss Embassy approach, geographic focus and focusing on specific target groups, and the application of critical crosscutting themes.

## Implementation modalities

**Policy dialogue:** Through an open dialogue with government institutions at all levels and relevant persons and organisations within civil society, Switzerland encourages the promotion and protection of human rights, peace-building and development processes at the national and subnational levels. Switzerland's strong multilateral engagement will provide the basis for a strengthened dialogue with multilateral development banks and UN organisations, especially in areas that are of interest to Switzerland or where Switzerland can add value.

**Humanitarian and human rights advocacy:** Switzerland will use different platforms (bilateral meetings with the government, cooperation group, humanitarian donors group, humanitarian country team) to make humanitarian needs visible and advocate for effective measures. This will result in more strategic decision-making and better alignment of actors.



**1** The advances of the Comprehensive System for Truth, Justice, Reparation and Non-Repitition make it possible to identify the remains of victims of the conflict and to return them to their families.

**2** Activities for the protection of children's rights in areas affected by conflict and humanitarian emergencies.

**3** Women's leadership in collective action for water management.

**Financing of multilateral and bilateral programmes and projects:** This comprises the support of humanitarian, early recovery and peacebuilding needs. Programmes and projects will be implemented by bilateral (government institutions, non-governmental organisations, public-private partnerships) and multilateral partners (UN agencies, ICRC, OAS). The latter includes the possibility of contributions to multi-donor trust funds, with active Swiss participation in its governing bodies at technical level and in steering committees.

**Direct actions:** Projects managed directly enable closer cooperation and strategic reinforcement of the policy dialogue with the government, while at the same time building capacities, closing gaps and implementing actions. Switzerland helps local partners to acquire the adequate political support, operational expertise, technical knowledge, and human and financial resources.

**Swiss expertise:** For complex implementation processes and institutional reforms, the government and national and multilateral actors may require technical expertise. Switzerland can provide this expertise through secondments, junior professional officers, Swiss experts, networking with stakeholders, and promoting cooperation between Colombian and Swiss institutions.

## External and internal Coordination

**Synergies and external coordination:** This programme is guided by the four effectiveness principles of the Global Partnership for Effective Development Cooperation and the Principles of Good Humanitarian Donorship. It seeks to also contribute to the results of regional development fora, such as the Pacific Alliance, where Switzerland is an active observer and assists in Colombia's efforts to contribute to promoting corporate water stewardship.

**Whole-of-Government Approach (WOGA) – internal coordination:** Articulation among the Swiss cooperation actors in Colombia is based on an integrated embassy approach and is implemented through thematic and geographic synergies, based on clear competence and complementarities under the common roof of the Swiss Embassy. Refer to the chapeau document and the booklet Economic Cooperation and Development (SECO) for details.

Strategic coordination with authorities and partners will strengthen coherence, impact and recognition of Swiss contributions.

## Geographic focus

The geographic prioritisation of Swiss cooperation actions will continue to be based on the needs of the country and the added value offered by Switzerland. In terms of protection and humanitarian needs, this means that the Pacific, Southwest and the border with Venezuela will continue to be a priority (cf. map in chapeau document on page 2). There will be an alignment with the municipalities prioritised by the government for the implementation of the peace agreement in order to guarantee complementarity and joint efforts with other stakeholders. For development and environmental actions, the programme responds to opportunities to positively impact public policy and the private sector.

## Crosscutting themes

**Human rights and gender equality:** The promotion of human rights and gender equality is integrated into all the Swiss-supported interventions, starting with conception and running throughout the entire implementation process. Gender mainstreaming in humanitarian and recovery settings increases the chances of overcoming vulnerabilities and discrimination patterns, especially for women and girls. Targeted measures for political and socio-economic empowerment of women will be applied. Moreover, prevention of unforeseen negative side effects on women and girls will systematically be taken into account (Do No Harm). Women's participation in peacebuilding and development are essential to overcome patterns of violence and exclusion, and to promote sustainable peace according to Resolution 1325 of the UN Security Council on Women, Peace and Security.

**Governance:** The focus of the Swiss portfolio will be placed on strengthening accountability, non-discrimination and effective participation of society. Activities to tackle patterns of exclusion at the local, regional and national levels will be included as a way to address the causes of conflict. One particular area of focus will be the protection of human rights defenders and the further engagement of public entities in the projects, including financial engagement.

**Conflict-sensitive programme management (CSPM) and the Do No Harm:** These approaches will be integrated systematically in the relationships with partners, policy dialogue, project design, monitoring and communication, and security related measures. Projects will be supported by a comprehensive conflict and context analysis that will identify peacebuilding actions and community conflict management wherever possible.

Promotion of gender equality and girl's empowerment.





1





# Strategic steering



2

## Accountability

The Swiss Cooperation Programme is based on Switzerland's Strategy for International Cooperation 2021–2024 and is accountable to Swiss Parliament. In Colombia, this means that the Swiss Cooperation Programme 2021–2024 and Colombia are mutually accountable with regard to their contribution to the achievement of the 2030 Agenda, measured through concrete results towards the socio-economic development priorities of Colombia. Strong commitment to leaving no one behind, strong national ownership, good governance and effective participation of vulnerable populations are essential. Accountability has to be based on evidence and data, which makes it possible to provide both the Colombian public and Swiss taxpayers with transparent information on the results of the deployed resources. A very robust monitoring system is therefore indispensable.

## Monitoring system

Beyond rendering accounts, the complete set of monitoring instruments applied by SDC/PHRD (see Results Framework) serves the purpose of evidence-based adaptive programme steering across three levels: the evolving country context; the performance of project portfolio implementation; and the management of resources, risks and processes.



3

**1** Demining team reaching an area where clearance operations took place in Cajibío (Cauca).

**2** Activities to guarantee food security and nutrition of the most vulnerable populations in emergencies.

**3** Demining operations in Algeiras (Huila).

## Context analysis

The main instrument for monitoring the context continues to be the monitoring system for development-relevant changes (MERV), which is applied annually with a joint analysis of all the entities of the Swiss embassy. This integrated embassy approach provides a complementary analysis of the changes at the political, economic, social, humanitarian, environmental and security levels. The overall result of this context analysis points towards a continuous or a changed scenario, and therefore towards the implications for the implementation of the Cooperation Programme.

## Project Portfolio Performance

The Results Framework is the instrument for monitoring the performance of the Cooperation Programme's portfolio. For 2021–2024, the selected aggregate and thematic reference indicators<sup>4</sup> will measure progress against the objectives set by the programme. These results will inform the annual reports, which in turn will report against the four-year programme. The results will include reports on implementation of cross-cutting issues, such as the annual regional gender report. A mid-term review complements the steering instruments. The findings of these reports are regularly shared and discussed with the Colombian government. Regarding the reporting on national development goals, the availability and the quality of data are ongoing challenges. Therefore, in the NDP 2018–2022, the Colombian government defined the availability of technological tools and better data with territorial disaggregation as priorities for the decentralisation process. Switzerland will take the available information as a reference and, where necessary, complement critical gaps for decision-making, specifically with regard to leaving no one behind.

## Management of resources, processes, risks and security

The efficiency and compliance of financial and administrative management will continue to be reviewed through an annual external auditing process and an internal Federal Department of Foreign Affairs (FDFA) auditing process. Additionally, two instruments will be

used to monitor management and safeguard administrative and financial accountability: the Internal Control System (ICS) compliance report and the financial report.

With regard to risk management, the full set of analytical and evaluation instruments will continue to be applied, including the risk assessment and mitigation for each project as well as the partner risk assessment and the policy on the protection from sexual exploitation, abuse and sexual harassment (PSEAH).

Concerning staff security management, the mechanisms in place are: i) the Security Management Plan (SMP), which is updated regularly by the embassy, and ii) the Security Clearance for staff field trips, provided by the United Nations Department of Safety and Security (UNDSS).

For the management of crises and disasters, either caused by humans or nature, the mechanisms in place are: i) the crisis management team of the embassy that comprehends all the cooperation entities and ii) the Latin America Region Rapid Response Group (GIAR). Both are subject of regular training and simulations.

## Financial resources

Financial resource planning for the activities described in this document amounts to a total of CHF 54.75 million over the four-year period 2021–2024. Financial sources within the Federal Department of Foreign Affairs include SDC Humanitarian Aid with CHF 48 million (including regional protection) and the Peace and Human Rights Division with CHF 4.4 million. SDC Global Cooperation (GC) foresees CHF 2.35 million (as part of GC global and regional programming) under portfolio outcome 3, which is under shared responsibility with SECO. All numbers are indicative and subject to programming decisions and financial approvals by the respective competent line authorities. The following table breaks down these allocations according to portfolio outcomes. An additional budget line for small actions is foreseen.

<sup>4</sup> The SDC introduced aggregated reference indicators (ARIs) in 2016 to complement the indicators used in the results frameworks. ARIs primarily serve accountability and communication needs and are linked to the main Sustainable Development Goal (SDG) target they contribute to. Thematic reference indicators (TRI) are outcome indicators proposed internally within SDC, are linked to the main SDG target they contribute to and therefore illustrate the SDC's contribution to the 2030 Agenda (SDC, 2020).

## Financial Planning 2021–2024

Indicative estimated allocations for planning purposes that do not constitute an institutional obligation and that are subject to financial approval of the competent line authorities.

Financial Year	2021	2022	2023	2024	Total		
<b>Portfolio Outcome 1: Protection*, early recovery and access to basic services</b>							<b>1</b>
SDC/Humanitarian aid	8'800'000	8'500'000	9'500'000	9'500'000	36'300'000	66.3%	
<b>Portfolio Outcome 2: Peace promotion and conflict prevention</b>							<b>2</b>
SDC/Humanitarian aid	2'900'000	2'800'000	2'000'000	2'000'000	9'700'000	66.3%	
PHRD	1'100'000	1'100'000	1'100'000	1'100'000	4'400'000	66.3%	
<b>Total</b>	<b>4'000'000</b>	<b>3'900'000</b>	<b>3'100'000</b>	<b>3'100'000</b>	<b>14'100'000</b>	<b>25.8%</b>	
<b>Portfolio Outcome 3: Sustainable cities and territories, stronger institutions and better public services</b>							<b>3</b>
SDC/GC	750'000	600'000	500'000	500'000	2'350'000	4.3%	
Small actions	300'000	700'000	500'000	500'000	2'000'000	3.7%	
<b>Total budget allocation SDC and PHRD</b>	<b>13'850'000</b>	<b>13'700'000</b>	<b>13'600'000</b>	<b>13'600'000</b>	<b>54'750'000</b>	<b>100%</b>	

\* including regional protection

**Results  
framework  
2021-2024**





## Swiss portfolio outcome 1: Protection, early recovery and access to basic services

### Contributing to sub-objectives of the International Strategy 2021–2024:

Sub-objective 5: Providing emergency aid and ensuring the protection of civilians (link with SDGs 1, 2, 3, 4, 5, 6, 11, 16)

Sub-objective 7: Strengthening equitable access to quality basic services (link with SDGs 1, 2, 3, 4, 5, 6, 7, 10, 11, 16)

Sub-objective 9: Strengthening and promoting human rights and gender equality

### Theory of change:

If, through Swiss interventions, humanitarian actors and institutions are able to develop comprehensive, conflict-sensitive, inclusive and human rights-based responses to address the urgent and medium-term needs of the most vulnerable communities, then this will mitigate the humanitarian impacts, reduce the protection risks, and improve the socio-economic and security conditions.

(1) Swiss portfolio outcomes	(2) Contribution of the Swiss programme	(3) Country development outcomes
<p><b>Outcome statement 1: Protection</b></p> <p>Protection<sup>1</sup> mechanisms and life-saving services respond effectively to the immediate protection and humanitarian needs of the most vulnerable women and men, girls and boys, especially among the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the Latin American region.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Number of persons reached in emergency (HA_AR1_1)<sup>2</sup>. <i>Baseline (2020)</i>: 343,000 persons affected by the armed conflict <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting, UNHCR, WFP, ICRC</li> <li>Number of persons reached by programmes supported by Switzerland that contribute to the reduction of violence (including forced displacement, children at risk of forced recruitment, APV victims) foster the protection of vulnerable persons (HA_AR1_2) (national and regional) <i>Baseline (2020)</i>: 630 communities with self-protection mechanisms; 19,500 children and adolescents not forcibly recruited; 63,000 people with identity documents <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting, UNHCR, NGO consortium</li> </ul>	<p>The Swiss programme helps to reach the most vulnerable<sup>6</sup> in coordination with state institutions and communities in order to bridge the gaps in their urgent and medium-term needs and reduce their exposure and vulnerability to all forms of violence<sup>7</sup>.</p> <p>Through this outcome, Switzerland will focus on alleviating the suffering of and restoring dignity to populations affected by ongoing situations of armed violence, migration, crises and disasters where the institutional response is insufficient.</p> <p><b>Factors that may influence positively or negatively</b></p> <p>(–) The level of the armed violence and its impact on vulnerable communities. (+) The state response to new victims of the armed violence and new protection and humanitarian issues. (–) Budget allocations and priorities</p>	<ul style="list-style-type: none"> <li>The National Development Plan (NDP) 2018–2022: Pact for Colombia, Pact for Equity <i>Indicator</i>: Number of victims who overcome the situation of vulnerability <i>Baseline (2018)</i>: 798,000 <i>Target (2022)</i>: 1.7 million <i>Indicator</i>: Number of municipalities that implement community initiatives to strengthen protection environments for children and adolescents <i>Baseline (2019)</i>: 80 municipalities <i>Target (2022)</i>: 240 municipalities</li> <li>CONPES 3726 of 2012 – Lineamientos, plan de ejecución de metas, presupuesto y mecanismo de seguimiento para el plan nacional de atención y reparación integral a víctimas <i>Indicator</i>: Number of households victims of forced displacement crime that receive emergency humanitarian assistance <i>Baseline (2019)</i>: 95% <i>Target</i>: 100% for 2012, 2013, 2014, 2021</li> <li>CONPES 3950 of 2018 – Estrategia para la Atención de la Migración desde Venezuela – articulated to the Regional Refugee</li> </ul>

<sup>1</sup> Protection encompasses "all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. international human rights law, international humanitarian law and refugee law. The delivery of protection is understood as a dynamic concept, moving from emergency/life-saving and life-sustaining support through to support in protracted crisis situations, the search for durable protection solutions and resilience" (IASC definition). HA\_AR1\_2.

<sup>2</sup> "An emergency is defined as a life threatening situation that puts people at risk of death or severe deterioration in their health status or living conditions, and that has the potential to outstrip the normal coping capacity of the individual, family, community and state support systems (IFRC). An emergency may be caused by natural or human-made disasters and may be of short duration (e.g. after a natural disaster) or of long duration (in complex and protracted crises)". HA\_AR1\_1.

<sup>6</sup> For Switzerland, the most vulnerable groups in Colombia are women and men, girls and boys and LGBTQ people, especially within the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the region. The SDC considers as "left behind" those individuals or groups who are excluded from sustainable development or who do not enjoy minimum standards of living. Two conditions guide the SDC in the identification of individuals and groups left behind or at risk of being left behind: poverty and exclusion.

<sup>7</sup> Direct violence, coercion, intentional deprivation of essential services, sexual and gender-based violence, exploitation, abuse or negative coping mechanisms. HA\_AR1\_2.

<ul style="list-style-type: none"> <li>Number of migrants and forcibly displaced persons<sup>3</sup> experiencing violence, exploitation and abuse who have access to protection/rehabilitation services<sup>4</sup> (MIG_TRI_3) (national and regional) <i>Baseline (2020)</i>: 496,000 persons whose basic needs have been alleviated through Humanitarian Emergency Aid<sup>5</sup> <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting, CISP, PAHO, CRC</li> <li>Number of m<sup>2</sup> of previously affected land cleared and being used for socio-economic purposes (local indicator related to Mine Action) <i>Baseline (2020)</i>: 384,300 m<sup>2</sup> with better security conditions through non-technical studies and clearance <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting, UNMAS, HI</li> <li>Number of persons subjected to different forms of sexual and gender-based violence having received the required (medical, and/or psycho-social, and/or legal) support (GEN_AR1_1) <i>Baseline (2020)</i>: 229 women's organisations strengthened to avoid risks of GBSV <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting</li> </ul>	<p>(-) Gaps in the humanitarian response to the consequences of armed violence, negative effects of migration and natural catastrophes.</p> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>The humanitarian space access is restricted for governmental institutions and bilateral partners, especially to isolated areas highly affected by the armed violence.</li> <li>The impact of COVID-19 as well as new crises that may further deteriorate the humanitarian situation.</li> <li>Increase in insecurity and threat rates towards former combatants; threats and violence against human rights defenders and land restitution leaders.</li> </ul>	<p>and Migrant Response Plan for Refugees and Migrants from Venezuela (RMRP) 2020</p> <p><i>Indicator</i>: Number of transitory attention centres for migrants enabled to serve the population from Venezuela with a vocation of permanence and transitory population <i>Baseline (2019)</i>: 1 <i>Target (2020)</i>: 4</p> <ul style="list-style-type: none"> <li>Mine Action Strategic Plan 2020–2025: towards a Colombia free of anti-personnel mines <i>Indicator</i>: Number of municipalities that have been declared free of suspicion of anti-personnel mines <i>Baseline (2020)</i>: 391 <i>Target (2022)</i>: 914</li> </ul> <p><i>Indicator</i>: Interventions in technical assistance to territorial entities for the implementation and monitoring of the Comprehensive Action Against Antipersonnel Mines (AICMA) <i>Baseline (2019)</i>: 300 interventions in technical assistance <i>Target (2022)</i>: 480 interventions</p>
<p><b>Outcome statement 2: Early recovery and access to basic services</b></p> <p>Access to sustainable basic services and durable solutions can comprehensively mitigate the impacts of humanitarian crises (caused by armed conflict and violence, migration, forced displacement and natural disasters) and promote the socio-economic recovery of the affected men and women, girls and boys, especially among the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the region.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Number of migrants and forcibly displaced persons who gained access to local health, education and other social services (MIG_AR1_3) <i>Baseline (2020)</i>: 8,714 children and adolescents with education in emergencies <i>Target (2024)</i>: to be defined by June 2021 <i>Source</i>: SDC Partner Reporting, NGO consortium</li> </ul>	<p>The Swiss programme contributes to equal access to basic services and socio-economic opportunities for the most vulnerable, including children, in coordination with national and local authorities, in order to improve their living conditions/livelihoods and foster socioeconomic recovery.</p> <p>Through this outcome, Switzerland will focus on promoting the social inclusion<sup>10</sup> of these groups to catalyse transformation in order to overcome the existing inequalities experienced by left-behind men and women<sup>11</sup>.</p> <p><b>Factors that may influence positively or negatively</b></p>	<ul style="list-style-type: none"> <li>The National Development Plan (NDP) 2018–2022: Pact for Colombia, Pact for Equity <i>Indicator</i>: Number of people with access to adequate drinking water solutions in rural areas <i>Baseline (2019)</i>: 8,279,869 <i>Target (2022)</i>: 8,573,951</li> </ul> <p><i>Indicator</i>: Percentage of rural households with access to adequate drinking water solutions in PDET municipalities <i>Baseline (2019)</i>: 28.0% <i>Target (2022)</i>: 40.0%</p> <ul style="list-style-type: none"> <li>CONPES 3950 of 2018, Strategy 1: Strategies for the care and integration of the migrant population from Venezuela <i>Indicator</i>: Percentage of education secretariats that report to the Ministry of National Education (MEN) information on supply <i>Baseline (2020)</i>: 100%</li> </ul>

<sup>3</sup> "The term "migrants and forcibly displaced populations", as a single definition, includes all categories of people migrating in line with Switzerland's approach to address migration in an inclusive way, taking into account the mixed nature of migration". MIG\_TRI\_3. In contexts affected by important migration movements or forced displacement, it is recommended to prioritise migrants and forcibly displaced people as belonging to the leave no one behind (LNOb) category. Thereby it is suggested to use the term "migrants and forcibly displaced" as a single definition to include all categories of people migrating. WAT\_AR1\_1.

<sup>4</sup> "Protection/rehabilitation services refer to medical and psycho-social support, but also legal and other measures that support healing, rehabilitation, and socio-economic reintegration and education inclusion of victims of violence and abuse, as well as their families". MIG\_TRI\_3.

<sup>5</sup> This figure corresponds to bilateral projects and is in addition to contributions to multilateral partners (UNHCR and ICRC) in Colombia and Venezuela.

<sup>10</sup> Social inclusion: the process of improving the ability, opportunity and dignity of people/groups who are disadvantaged based on their identity, to take part in society, economy and political processes. POV\_AR1\_1 LNOb.

<sup>11</sup> Reduction of inequality: creating equitable access to services (health, social security, education, water & sanitation, energy, agriculture) and opportunities (income, decent work, vocational training, etc.) for all. POV\_AR1\_1 LNOb.

<ul style="list-style-type: none"> <li>• Number of people using safely managed drinking water services<sup>8</sup> (WAT_ARI_1) <i>Baseline (2020):</i> 20,913 people with access to drinking water <i>Target (2024):</i> to be defined by June 2021 <i>Source:</i> SDC Partner Reporting, ASIR SABA project</li> <li>• Number of people that gained access to improved sanitation and hygiene services (WAT_ARI_2) <i>Baseline (2020):</i> 2,373 people with access to sanitation <i>Target (2024):</i> to be defined by June 2021 <i>Source:</i> SDC Partner Reporting, ASIR SABA project</li> <li>• Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management (WAT_TRI_2) <i>Baseline (2020):</i> 4 municipalities with technical assistance units <i>Target (2024):</i> 6 municipalities with technical assistance units <i>Source:</i> SDC Partner Reporting, ASIR SABA project</li> <li>• Number of migrants and forcibly displaced persons reached by interventions that improved their livelihoods<sup>9</sup> and employability (MIG_ARI_2) <i>Baseline (2020):</i> 173,000 people who have improved their living conditions <i>Target (2024):</i> to be defined by June 2021 <i>Source:</i> SDC Partner Reporting, CRC, CISP, PADF</li> </ul>	<ul style="list-style-type: none"> <li>• Political instability with regard to the implementation of the peace process.</li> <li>• Budget allocations and priorities for social programmes at different levels.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Increasing xenophobia expressed in demonstrations and other activities aimed against vulnerable immigrants negatively influence the domestic policy of integration.</li> <li>• Deterioration of the security situation that involves migrants entering into delinquent groups and causes massive deportations from Colombia to Venezuela.</li> </ul>	<p><i>Target (2021):</i> 100%</p> <p><i>Indicator:</i> Percentage of certified education secretariats with comprehensive technical assistance provided (to promote and strengthen access, permanence and quality of education for children and young people from Venezuela)</p> <p><i>Baseline (2019):</i> 48%</p> <p><i>Target:</i> 100%</p> <p><i>Indicator:</i> Percentage of progress in the preparation of the technical document in which the offer of services is identified and the response of health services in the border area and host territories with greater concentration is determined</p> <p><i>Baseline (2019):</i> 100%</p> <p><i>Target:</i> 100%</p> <p><i>Indicator:</i> Number of migrants from Venezuela registered (in the employability route of the Public Employment Service to the migrant population from Venezuela and returned to reduce barriers to access the labour market)</p> <p><i>Baseline (2020):</i> 93,558</p> <p><i>Target:</i> 271,000</p> <ul style="list-style-type: none"> <li>• Plan Marco de Implementación del Acuerdo Final (PDET indicators)</li> </ul> <p><i>Indicator:</i> people who have benefited from appropriate technological solutions for access to water in PDET municipalities</p>
<p><b>(4) Lines of intervention (Swiss programme)</b></p>		
<p><b>Lines of intervention:</b></p> <p><u>Outcome statement 1:</u></p> <ul style="list-style-type: none"> <li>- Provide gender-responsive humanitarian assistance according to needs and national response capacity, taking into account special needs and protection risks of vulnerable population groups</li> <li>- Strengthen human rights and contribute to the protection of communities and persons at risk (male, female, LGBTQ, children) who are suffering from the consequences of humanitarian crises (including migration, forced displacement, recruitment and use of minors, threats and attacks against indigenous and Afro-Colombian communities, social leaders), focusing on self-protection mechanisms and prevention at the community level</li> <li>- Strengthen protection activities addressing the challenges arising from the Venezuela crisis at a regional level</li> <li>- Support comprehensive mine-action processes (including humanitarian demining, mine risk education, recovery efforts in highly affected communities, including legal assistance) and assistance to victims of anti-personnel mines, addressing the needs for the survivors and their families/caretakers to access comprehensive assistance</li> <li>- Support local mechanisms to prevent risks of sexual and gender-based violence and to adequately respond to the needs of survivors</li> </ul> <p><u>Outcome statement 2:</u></p> <ul style="list-style-type: none"> <li>- Develop initiatives to improve children's access to education in emergencies (alternative and non-formal basic education)</li> </ul>		

<sup>8</sup> Drinking water services refers to both physical and non-physical elements of a supply system for clean drinking water such as pipes, wells, pumps or water distribution up to payment/fee systems. WAT\_ARI\_2.

<sup>9</sup> Livelihood activities are often used in fragile and humanitarian contexts where markets are not fully functional. They refer to income-generating activities that result in a positive return on investment sufficient to provide an income, hereby strengthening people's self-reliance.

- Enable actions for positive changes in conflict-affected regions by supporting projects and locally owned systems that advance basic services for communities; actions for the improvement of and access to sustainable livelihoods and better living conditions (i.e. access to water and sanitation, housing, social infrastructure); and actions strengthening the capacity of local institutions to deliver services sustainably and in a participative way
- Promote women's participation and leadership in advancing gender-responsive service provision and crisis mitigation at the local level
- Support humanitarian coordination with national and international partners
- Encourage access for women to decision-making processes at the local and regional levels, and opportunities to improve their livelihoods through employment or entrepreneurship
- Take into account the protection challenges arising from the Venezuelan crisis at the regional level of Latin America

**Gender:** A transformative gender approach will be included in the portfolio projects, aimed at transforming structural conditions of inequity and discrimination between men and women, especially in multi-affected contexts (armed conflict, migration, emergencies). It is essential that an intersectional analysis is included that covers vulnerabilities that are accentuated by variables such as age, ethnicity and sexual orientation. Likewise, new forms of masculinity will be strengthened and the focus on prevention and protection of GBV and sexual violence will continue.

The humanitarian crisis of COVID-19 has highlighted the deep gaps that persist between men and women, i.e. in terms of women's lack of access to information related to the pandemic, the increase in cases of GBV in the midst of the social distancing, the negative socioeconomic impact on female heads of household, or the disproportionate increase in care work for women. This situation must be taken into account in projects and programmes supported to strengthen positive actions aimed at equalising living conditions and access to basic services for men and women.

**Governance:** The implementation of public policies and the implementation of transparency mechanisms for institutional strengthening (national–regional–local) will be deepened. Opportunities for articulation with sector strategies and development plans will be identified. Similarly, oversight mechanisms and citizen participation will be promoted with the leaders of the communities. Governance models that articulate multi-stakeholder responsibilities and promote access to fundamental rights, strengthening of livelihoods and environmental sustainability will continue to be evidenced. Direct advocacy strategies will continue to be developed on behalf of government bodies to achieve active participation and highlight the added value of Swiss cooperation entities.

**CSPM / Do no Harm:** Switzerland will activate the learnings derived from the territorial conflict transformation project to disseminate and use the approach by more actors to facilitate the mainstreaming of the situational analysis methodology for Swiss cooperation with other offices as well as other interested Colombian stakeholders.

#### (5) Resources, partnerships (Swiss programme)

**Overall outcome budget 2021–2024:** SDC: CHF 36.3 million

**Partnerships:** Multilateral organisations, multilateral peace funds, international and local CSOs, ministries and specialised institutes

**Implementation modalities:** Policy dialogue and humanitarian advocacy, bilateral project financing, multilateral contributions, direct projects, technical assistance, Swiss expertise

#### Human resources:

- SDC: 1 Swiss staff member and 10 local staff members (including 5 project staff members)
- PHRD: 1 Human Security Advisor, 1 NPO, 1 assistant

#### (6) Management/performance results, including indicators (Swiss programme)

**Leave no one behind:** Switzerland responds to the context with flexibility and maintaining the instruments for guaranteeing the rights of the most vulnerable, i.e. for Switzerland, the most vulnerable groups in Colombia are women and men, girls and boys, and LGBTQ, especially among the indigenous and Afro-Colombian communities and communities affected by migration and forced displacement in the region.

**Mix of modalities:** The ability to respond with agencies such as the ICRC and other UN agencies on issues such as forced recruitment of minors by illegal armed groups, comprehensive action against anti-personnel mines guarantees access to communities and maintains the human-rights-based approach. The contributions to multilateral peace funds allow influence policies and/or programmes to be implemented at territorial level. At the same time, this ensures relevant access to government institutions at the highest and intermediate levels and to a diverse network of CSOs.

**Coordination:** Participation in the coordination spaces with other donors establishes a common position from the international community, including mutual accountability.

**Full implementation of PCM instruments:** Joint SDC-PHRD annual planning (January) containing annual management objectives and mid-year review of the plan (June). MERV twice a year (April and October) involving all parts of the Swiss Embassy and an annual human rights report. Joint (SDC-PHRD) annual report (submitted in early November) including office management report. Operational steering and reporting of projects through established monitoring system (field visits, reports, audits). External project evaluations. Internal control system compliance report.

## Swiss portfolio outcome 2: Peace promotion and conflict prevention

### Contributing to sub-objectives of the International Strategy 2021–2024:

- Sub-objective 8: Preventing conflicts, promoting peace and respect for international law
- Sub-objective 9: Strengthening and promoting human rights and gender equality
- Sub-objective 10: Promoting good governance and the rule of law and strengthening civil society

### Theory of change:

If Switzerland contributes to increased inclusion and trust in the political system and reduced polarisation within society, then the political atmosphere will be more conducive to addressing the remaining armed conflicts through dialogue and preventing new violence from emerging. It will do so via its engagement in the areas of political participation and dealing with the past (DwP) because political decision-making processes that allow for safe and effective participation by different sectors of society, including female participation and leadership, will increase the trust of the population at large in the political system and will advance the democratic opening and political inclusion foreseen by the peace agreement. In addition, established mechanisms for dealing with the past that work in an effective way and produce outcomes that are broadly considered legitimate will contribute to reconciliation and help reduce the current polarisation between different sectors of society.

(1) Swiss portfolio outcomes	(2) Contribution of the Swiss programme	(3) Country development outcomes
<p><b>Outcome statement 1</b></p> <p>Civil society and communities affected by conflict participate safely and effectively in political decision-making processes, contributing to the democratic opening and political inclusion foreseen by the peace agreement.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Institutions have more explicit strategies on how to integrate local communities effectively and safely in political decision-making.</li> <li>• Number of civil society organisations that contribute to multi-stakeholder dialogue or to the respect for human rights (FCHR ARI_1).</li> <li>• Supported communities have access to decision-making processes in their municipalities and see their interests reflected in public policies at local level.</li> <li>• Supported communities are better organised and structure their political participation strategically.</li> <li>• In the framework of initiatives supported by Switzerland, best practices identified by women can improve their participation and influence in political decision-making processes.</li> <li>• Supported communities dispose of explicit strategies for self-protection and have increased access to the responsible authorities.</li> </ul>	<p>The Swiss programme contributes to the strengthening of civil society organisations and communities with tools and skills, improving the way in which they participate in political decision-making. Furthermore, it helps build bridges between state institutions and citizens. Lastly, it provides technical and political support for the design of participation mechanisms. As a condition for effective participation, the Swiss programme supports the design of protection mechanisms within communities and the formulation of inclusive national policies for the protection of social leaders and human rights defenders.</p> <p><b>Factors that may influence positively or negatively</b></p> <p>(+) Civil society has a keen interest in participating in decision-making processes.</p> <p>(+) Government authorities have an interest in including local communities' perspectives /interests in their decision-making and dispose of the mechanisms to do so.</p> <p>(-) The current lack of participation in many areas of Colombia is partly due to security concerns of social leaders and human rights defenders.</p> <p>(+) If decisions are based on the participation of the population at large, they will respond more clearly to communities' needs. In turn, communities will find those decisions more legitimate and will thus increase their trust in state authorities.</p>	<ul style="list-style-type: none"> <li>• Plan Marco de Implementación del Acuerdo de Paz (PMI) <i>Indicator:</i> Control mechanisms and citizen oversight with women's participation implemented <i>Indicator:</i> Strategy to promote the balanced participation of men and women in instances of citizen participation, parties and movements is implemented <i>Indicator:</i> Individual and collective protection programmes for leaders of social organisations and movements and human rights defenders strengthened <i>Indicator:</i> Significant decrease in the number of assassinations of social leaders within the SISEP's framework <i>Indicator:</i> Ethnic peoples participate in a real and effective way in the construction and normative adjustments related to the guarantees of the rights to free expression, protest, mobilisation, and other forms of citizen and social expression</li> </ul>

	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Aggressions against social leaders and human rights defenders in the country continue to hinder the leaders' interest /capacity to actively engage in public discussions.</li> <li>• Participation processes lack the needed methodology to turn inputs from a wide range of stakeholders into decisions that reflect the respective interests.</li> <li>• Individuals who engage in participation processes but do not see their needs and interests represented in decisions taken lose their trust in state authorities and disengage.</li> <li>• Illegal armed actors disrupt decision-making processes.</li> </ul>
<p><b>Outcome statement 2</b> Mechanisms for DwP work effectively and produce outcomes perceived as legitimate, and therefore contribute to reconciliation and a decrease in the polarisation of society.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Perception that different sectors of society (both critical and supportive) have on DwP mechanisms and their outcomes. (TRI 5)</li> <li>• Debates around decisions and actions involving DwP mechanisms are less polarised and are grounded in facts.</li> <li>• Extent of internal coordination among the different DwP mechanisms and holistic way of operating.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan Marco de Implementación del Acuerdo de Paz (PMI) <i>Indicador:</i> 47% of Colombians have a favourable opinion of the Special Jurisdiction for Peace. Invamer Gallup Survey.</li> </ul> <p>The Swiss Programme contributes to mechanisms for DwP in Colombia with financial, technical, and political support in their efforts for the reconciliation of society. Furthermore, the programme promotes dialogue between stakeholders with different views on the past in order to contribute to a constructive engagement between actors in disagreement.</p> <p><b>Factors that may influence positively or negatively</b></p> <p>(+) Actors from different sectors of society and with different opinions are willing to engage in a constructive dialogue on issues of DwP.</p> <p>(+) If DwP mechanisms produce outcomes that comply with international standards and explain them well, those outcomes will be perceived as legitimate.</p> <p>(+) If the outcomes of DwP mechanisms are perceived as legitimate, they will reduce the existing polarisation around issues of the past. This will allow for a constructive debate around those issues and thus promote reconciliation.</p> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• The debates around the outcomes of DwP mechanisms revolve around perceptions rather than content and do not allow a constructive and "fact-based" debate.</li> <li>• There is a lack of space for different actors to interact and express their opinions and concerns on issues of DwP.</li> <li>• Illegal armed groups hinder the efficiency of DwP mechanisms by ignoring or opposing their outcomes.</li> </ul>
<p>(4) Lines of intervention (Swiss programme)</p>	
<p><b>Lines of intervention</b></p> <ul style="list-style-type: none"> <li>- Policy dialogue on the importance of dialogue for the peaceful resolution of conflict and the protection of social leaders and human rights defenders</li> </ul>	

- Strengthening decision-making processes between institutional and civil society actors by:
    - providing capacity building for local communities
    - providing tools of process design for participation, identifying best practices and lessons learned
    - promoting protection and self-protection mechanisms for local communities
  - Promoting effective participation and leadership of women in dialogue and decision-making processes
  - Advising on mechanisms for DwP using the most relevant tools, international examples and contacts
  - Helping civil society and local partners build a stronger social fabric that allows them to participate more effectively, design stronger protection mechanisms and better deal with the adversities of the armed conflict in general
  - Implementing the Swiss guidelines on the protection of human rights defenders. The protection activities for human rights defenders and leaders that participate in decision-making scenarios will complement the activities on protection for communities presented under the Swiss portfolio outcome 1 "Reduction of protection risks and socio-economic recovery"
  - Further actions will be aligned with governmental and partner priorities looking towards alignment between them, especially at the local and regional levels
- Gender:** The Swiss programme uses gender criteria in an overarching manner. It promotes more inclusive participation mechanisms, and helps local communities move towards gender equality. It encourages the DwP institutions in the country to include a gender approach, and supports initiatives that directly empower women in their communities and diminish gender inequality at the regional and local levels.
- Governance:** Help state institutions to develop stronger mechanisms of participation and help civil society organisations raise awareness among state representatives for the benefits of a more inclusive system. Provide governmental and non-governmental agencies (as required) with Swiss expertise on processes for DwP to fulfil their mandates. Capacity building of local and regional authorities to engage in open conversations with their communities based on trust and accountability.
- Climate change:** The environment has been one of the main topics of discussion between the government and civil society organisations. Decision-making platforms will most likely include this topic in their discussions. The system for DwP has discussed the possibility of including the territory as a victim; this discussion will be reflected in their outcomes.

**(5) Resources, partnerships (Swiss programme)**

**Overall outcome budget 2021–2024:** PHRD: CHF 4.4 million; SDC: CHF 9.7 million.

**Partnerships:** Multilateral organisations, government institutions, civil society organisations, representatives of the international community.

**Implementation modalities:** Political dialogue, project implementation, technical expertise, facilitation of dialogues, secondments

**Human resources:**

- PHRD: 1 Human Security Advisor, 1 NPO, 1 assistant

**(6) Management/performance results, including indicators (Swiss programme)**

**Leave no one behind:** The programme will work in regions affected by armed violence and in which local communities participating in the decision-making processes that affect them. It will promote the inclusion of different sectors of society whose needs and interests are currently only marginally represented.

**Innovation:** The programme will offer best practices from other contexts to its Colombian counterparts. It will also learn from the local grassroots organisations and promote the inclusion of those experiences in reflections at the national level. It will also promote the use of synergies between partner organisations and their respective initiatives.

**Swiss expertise and skills:** The programme will include Swiss expertise in the implementation of its activities. The human security advisor will be actively engaged in the initiatives and will look for further opportunities to make use of Swiss expertise.

**Information management:** Regular feedback will be collected from stakeholders at different levels of engagement. Furthermore, the programme is nourished by political reports, the HSA's quarterly reports, annual human rights reports, partner-produced analyses, as well as journalism and media.

## Swiss portfolio outcome 3: Sustainable cities and territories, stronger institutions and better public services (shared by SDC/IGC and SECO)

### Contributing to sub-objectives of the International Strategy 2021–2024:

Sub-objective 3: Addressing climate change and its effects (TRI\_1; ARI\_1; related to SDG 13)

Sub-objective 4: Ensuring the sustainable management of natural resources (WAT\_TRI\_1; WAT\_TRI\_3; WAT\_TRI\_5; related to SDG 6)

### Theory of change:

If, through Swiss interventions, institutional, private sector and community-based partners jointly implement actions and policies to monitor and improve water-use efficiency and water quality, reduce greenhouse gas emissions and restore ecosystems, then economic and social development will be more sustainable and resilient.

(1) Swiss portfolio outcomes	(2) Contribution of the Swiss programme	(3) Country development outcomes
<p><b>Outcome statement 1: Ensuring sustainable water management</b> (<i>Global Programme Water – GPW</i>)</p> <p>Territories become more resilient and businesses become more sustainable by taking evidence-based decisions in order to improve water use efficiency, mitigate pollution, and preserve the natural infrastructure.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Effectiveness of existing or newly introduced national policies and legal frameworks in the field of water. (WAT_TRI_1)</li> <li>Proportion of the watershed area being managed in an integrated manner (WAT_TRI_3). Increase water-use efficiency and ensure sustainable withdrawal. Improve water quality by reducing pollution and increasing recycling and safe reuse. (SDG target 6.4 and 6.5)</li> <li>Number of concrete actions by youth benefiting water-related ecosystems. (WAT_TRI_5). Protect and restore water-related ecosystems. (SDG target 6.6)</li> </ul> <p><i>Baseline (2020)</i>: to be defined with the new Water Stewardship Programme</p> <p><i>Target (2024)</i>: to be defined with the new Water Stewardship Programme</p>	<p>To enhance governance, the Swiss programme contributes to strengthening institutional leadership for policy compliance, evidence-based decision-making and accountability. It also promotes access to verified information and community leadership.</p> <p>In terms of innovation, it promotes the development of best practices and technologies that facilitate efficient water use, treatment and reuse as part of industrial processes to enhance partnerships with business associations and companies. It also promotes responsible consumption anchored in youth initiatives. Furthermore, the Swiss programme facilitates knowledge management focused on practical exchanges through online and on-site learning activities. All the above will be linked and shared through international platforms.</p> <p><b>Factors that may influence positively or negatively</b></p> <p>(–) Economic crisis after the COVID-19 pandemic makes it difficult to boost sustainable production and consumption. Loss of interest from companies. Influence in commercial platforms weakened (Pacific Alliance, MercoSur).</p> <p>(+) The National Business Association (ANDI) closely identifies with the process and will continue its strategic actions, including the Pacific Alliance.</p> <p>(+) Admission of Colombia to the OECD strengthens accountability processes.</p> <p>(+) The Community of Practice in Latin America has regional recognition.</p> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Economic and structural difficulties in public institutions to prioritise integrated water management and ecosystem restoration.</li> <li>Corruption continues to erode public credibility and investment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>National Integrated Water Resources Management Policy (NIWRMP), 2010</li> <li>Green Growth Policy (CONPES 3934 / 2018)</li> <li>National Development Plan (NDP) 2018–2022</li> <li>Decree 1007 of 2018 on Mechanisms of Payment for Environmental Services</li> </ul> <p><i>Indicator</i>: Monitoring points with Water Quality Index (ICA), based on the NWS 2018. Target of the NDP</p> <p><i>Baseline (2018)</i>:</p> <ul style="list-style-type: none"> <li>29 points that rate as “bad” on the Water Quality Index (ICA), based on the NWS 2018</li> <li>8 National Water Studies (NWS) (1998–2018); the study is published every four years and is related to the NIWRMP</li> </ul> <p><i>Target (2024)</i>:</p> <ul style="list-style-type: none"> <li>20 points that rate as “bad” on the Water Quality Index (ICA), based on the NWS 2018</li> <li>1 additional National Water Study (2022); inclusion of the PNGIRH in the construction of the National Monitoring Programme</li> </ul>



<p><b>Outcome statement 2: Addressing climate change</b> (<i>Global Programme Climate Change and Environment – GPCCE</i>) Establishing more resilient territories and low-carbon cities by reducing air pollutants, improving energy efficiency and restoring ecosystems.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Effectiveness of existing or newly introduced national policies and legal frameworks in the field of climate change/environment (CCE_TRL_1)</li> <li>Number of people benefiting from concrete climate change adaptation measures (CCE_ARL_1)</li> </ul> <p><u>Baseline (2020)</u>: to be defined in the course of GPCCE Programming</p> <p><u>Target (2024)</u>: to be defined in the course of GPCCE Programming</p>	<ul style="list-style-type: none"> <li>Threats and assassinations of social and environmental leaders.</li> <li>Degradation of security conditions by illegal economies and armed actors.</li> </ul> <p>The Swiss programme contributes to develop and implement policies and financial mechanisms with public institutions in order to improve air quality and promote energy-efficient construction and the conservation and restoration of fragile ecosystems with emphasis on Andean forests. In terms of governance, it seeks to empower and facilitate multi-stakeholder and multi-level dialogues. Thus, it enhances capacities and knowledge development on climate change (adaptation and mitigation) and the environment.</p> <p><b>Factors that may influence positively or negatively</b></p> <ul style="list-style-type: none"> <li>(-) Post-pandemic economic recession may retract previously planned public and private investments.</li> <li>(-) Project coordination needs further efforts due to mobilisation limitations.</li> <li>(-) Constant changes in staff from the national and regional counterparts</li> <li>(+) Admission of Colombia to the OECD</li> <li>(+) The pandemic has drawn attention to air quality and forest degradation.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Economic recession and low public and private sector participation</li> <li>Cities' growth represents a risk to the conservation of peri-urban forests.</li> <li>Threats to environmental leaders; degradation of security conditions</li> </ul>
<p><b>Outcome statement 2: Addressing climate change</b> (<i>Global Programme Climate Change and Environment – GPCCE</i>) Establishing more resilient territories and low-carbon cities by reducing air pollutants, improving energy efficiency and restoring ecosystems.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Effectiveness of existing or newly introduced national policies and legal frameworks in the field of climate change/environment (CCE_TRL_1)</li> <li>Number of people benefiting from concrete climate change adaptation measures (CCE_ARL_1)</li> </ul> <p><u>Baseline (2020)</u>: to be defined in the course of GPCCE Programming</p> <p><u>Target (2024)</u>: to be defined in the course of GPCCE Programming</p>	<ul style="list-style-type: none"> <li>National Policy on Climate Change.</li> <li>Green Growth Policy (CONPES 3934 / 2018).</li> <li>National Development Plan (NDP) 2018–2022</li> <li>National Strategy for Deforestation Control, National Andean Forest Landscape Monitoring Strategy (2019)</li> <li>National Ecosystem Restoration Strategy.</li> </ul> <p><u>Indicator</u>: Cumulative reduction in greenhouse gas emissions with respect to the national reference scenario. Target of the NDP</p> <p><u>Baseline (2020)</u>: National reference scenario</p> <p><u>Target (2024)</u>: Reduction of 36 million tonnes of CO<sub>2</sub>eq by 2022</p>
<p><b>(4) Lines of intervention (Swiss programme)</b></p>	
<p><b>Lines of intervention</b></p> <p><u>Outcome statement 1:</u></p> <ul style="list-style-type: none"> <li>Reinforcing the implementation of policies for water governance, stronger institutions and data management (water quality and quantity)</li> <li>Scaling-up of corporate water stewardship</li> <li>Delivery of natural infrastructure preservation through support to local empowerment, entrepreneurship and multi-stakeholder partnerships</li> <li>Sharing and applying knowledge (including rural WASH knowledge between Colombia and Peru) by stakeholders coming together in communities of practice and international platforms</li> <li>Including women's knowledge and enhancing their active role in sustainable natural resource management actions, related institutions and platforms</li> <li>Natural infrastructure and ecosystem services valuation as well as conservation through support for local empowerment, entrepreneurship and multi-stakeholder partnership (joint complementary measure between the SDC Global Programme Water and SECO)</li> </ul>	

#### Outcome statement 2:

- Development and implementation of policies and regulatory instruments to reduce greenhouse gas emissions and pollutants
- Improvement of air quality in Bogotá resulting in improved public health
- Implementation of collaborative actions for the scaling-up of best practices for the sustainable management of forest landscapes and the resilience of its population
- Promotion of energy efficiency and thermal comfort in buildings resulting to reduced greenhouse gas emissions (joint complementary measure between SDC Global Programme Climate Change and Environment and SECO):

**Gender:** Gender equality and participation of young people will be a common thread through the whole initiative, as an enhancer of results and sustainability. Measures: i) identification and promotion of leaders, ii) innovation to motivate youth and female participation, iii) fostering decision-making with gender equality, iv) ensuring inclusive communication materials.

**Governance:** Strengthen institutional leadership for policy compliance, evidence-based decision-making, and accountability. Promotion of community leadership and multi-stakeholder participation and dialogues to accomplish common goals and results.

#### **(5) Resources, partnerships (Swiss programme)**

**Overall outcome budget 2021–2024:** CHF 2.35 million from the GPW. The budget for outcome statement 2 (GPCCE) will be financially managed by SDC in Lima.

**Partnerships:** Ministry of Environment, Institute of Hydrology, Meteorology and Environmental Studies (IDEAM), National Business Association (ANDI), sectoral organisations, civil society organisations, companies, National Network of Youth for the Environment, academies.

**Implementation modalities:** Direct action, contributions and mandates.

**Human resources:** 1 Regional Programme Officer plus 1 National Programme Officer based in Colombia. Direct support from the Embassy and SDC's administrative unit. Close coordination with SDC's team in Lima.

#### **(6) Management/performance results, including indicators (Swiss programme)**

**Partnerships:** Number of alliances established with institutions, private sector and organisations

**Innovation:** Number of best practices or technologies developed to assess or reduce water-related impacts and greenhouse gas emissions

**Full implementation of PCM instruments:** See above, Swiss portfolio outcome 1. In addition, included in GPW annual reporting.





## Abbreviations

<b>AICMA</b>	Comprehensive Action against Antipersonnel Mines
<b>ANDI</b>	National Business Association of Colombia
<b>ARI</b>	Aggregated reference indicator
<b>ASIR SABA</b>	Proyecto ASIR-SABA (Agua y Saneamiento Integral Rural – Saneamiento Básico)
<b>CHF</b>	Swiss francs
<b>CISP</b>	The International Committee for the Development of Peoples (CISP)
<b>CONPES</b>	Green Growth Policy
<b>COVID-19</b>	Coronavirus disease 2019
<b>CRC</b>	Colombian Red Cross
<b>CSO</b>	Civil society organisation
<b>CSPM</b>	Conflict-sensitive programme management
<b>DwP</b>	Dealing with the past
<b>FARC(-EP)</b>	Revolutionary Armed Forces of Colombia (– People’s Army) (Fuerzas Armadas Revolucionarias de Colombia (– Ejército del Pueblo))
<b>FCHR</b>	Fragility, conflict and human rights
<b>FDFA</b>	Federal Department of Foreign Affairs
<b>GBSV</b>	Gender-based sexual violence
<b>GBV</b>	Gender-based violence
<b>GC</b>	Global Cooperation
<b>GIAR</b>	Swiss Cooperation’s Latin America Region Rapid Response Group
<b>GIZ</b>	German Corporation for International Cooperation
<b>GPCCE</b>	Global Programme Climate Change and Environment
<b>GPW</b>	Global Programme Water
<b>HI</b>	Humanity and Inclusion
<b>IASC</b>	Inter-Agency Standing Committee of the United Nations Human Rights Office of the High Commissioner
<b>IC</b>	International Cooperation
<b>ICA</b>	Water quality index
<b>ICRC</b>	International Committee of the Red Cross
<b>ICS</b>	Internal control system
<b>IDEAM</b>	Institute of Hydrology, Meteorology and Environmental Studies
<b>IFRC</b>	International Federation of the Red Cross and Red Crescent Societies
<b>IHRL</b>	International human rights law
<b>IRL</b>	International refugee law
<b>LGBTQ</b>	Lesbian, gay, bisexual, transgender and queer
<b>LNOB</b>	Leave no one behind
<b>MEN</b>	Ministry of National Education
<b>MERCOSUR</b>	Southern Common Market

<b>MERV</b>	The Swiss Cooperation Programme's context monitoring system
<b>MWh</b>	Megawatt hour
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-governmental organisation
<b>NIWRMP</b>	National Integrated Water Resources Management Policy
<b>NPO</b>	National Programme Officer
<b>NWS</b>	National Water Studies
<b>OAS</b>	Organisation of American States
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PADF</b>	Pan American Development Foundation
<b>PAHO</b>	Pan American Health Organization
<b>PCM</b>	Project cycle management
<b>PDET</b>	Development programmes with territorial focus
<b>PHRD</b>	Peace and Human Rights Division
<b>PMI</b>	Plan Marco de Implementación
<b>PNGIRH</b>	Política Nacional para la Gestión Integral del Recurso Hídrico
<b>PSEAH</b>	Protection from sexual exploitation, abuse and sexual harassment
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDGs</b>	Sustainable Development Goals
<b>SECO</b>	State Secretariat for Economic Affairs
<b>SGBV</b>	Sexual and gender-based violence
<b>SISEP</b>	Sistema Integral de Seguridad para el Ejercicio de la Política
<b>SME</b>	Small and medium-sized enterprises
<b>SMP</b>	Security management plan
<b>TRI</b>	Thematic reference indicators
<b>UN</b>	United Nations
<b>UNDSS</b>	United Nations Department of Safety and Security
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNMAS</b>	United Nations Mine Action Service
<b>USD</b>	United States dollar
<b>WASH</b>	Water, sanitation and hygiene
<b>WFP</b>	World Food Programme
<b>WOGA</b>	Whole-of-Government Approach



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COOPERATION  
PROGRAMME

Annex 2

# Colombia

**Swiss Cooperation Programme 2021 – 2024**

Economic Cooperation and Development



# Content



Economic cooperation and development 5



Thematic priorities 11

## In its Cooperation Programme 2021–24, Switzerland will strive towards a **prosperous, inclusive and peaceful Colombia**

Switzerland's overall goal is to strengthen Colombia's institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

To achieve this goal, Switzerland engages in policy dialogue; knowledge exchange; provides technical assistance, humanitarian aid and protection measures; creates local capacities; and works with all parts of society, including migrants and refugees.

### Swiss portfolio outcomes (Thematic priorities)

1 Protection, early recovery and access to basic services

2 Peace promotion and conflict prevention

3 Sustainable cities and territories, stronger institutions and better public services

4 Regional competitiveness and decent jobs

## Towards a prosperous, inclusive and peaceful Colombia

SECO intends to support Colombia to become a more inclusive society and to extend the benefits of economic development to less developed regions.

To maximize its impact, SECO will focus on the following two thematic priorities: supporting the transition towards sustainable cities and territories, stronger institutions and better public services; and fostering the transition towards improved regional competitiveness and decent jobs.



3

Sustainable cities and territories,  
stronger institutions and better  
public services



4

Regional competitiveness and  
decent jobs



- 1** The modernisation of land management is key to facilitating investment, access to finance and tax revenues, and it contributes to lasting peace.
- 2** Decent jobs are the most important driver for getting out of poverty. Trainings need to be focused on private sector needs.
- 3** In order to reach new markets, SMEs need to comply with quality standards. Therefore, SECO supports the national quality infrastructure.





# Economic cooperation and development

## Results assessment of the Cooperation Programme 2017–2020

Together with its international and local partners, SECO has been able to make important contributions to reform efforts by Colombian stakeholders. Some selected results include:

■ **Taking action on climate change and protecting natural resources:** The successful pilot implementation of the Energy City Initiative in three cities; first district energy cooling system built and in use; sustainable construction standards and incentives as well as curricula of universities established; climate change risk factors integrated into financial regulation and supervision.

■ **Improving competitiveness and value chains:** Strengthened governance of the National Competitiveness and Innovation System; first-time exports of cocoa from farmers' associations; established results-based financing structure within the government for labour market integration of vulnerable groups; 14 gold mining operations producing responsibly.

■ **Strengthening of institutions and public services:** Governance for the integrated public finance system improved; domestic capital market strengthened with bond emissions to improve sustainable infrastructure and financial inclusion; international land management standard adapted to the local context; 30 water utilities with strengthened management and services.

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### Implications for future programming

- ▶ **Include climate change mitigation and adaptation as a transversal element.**
- ▶ **Local governance based on a demand-driven and market-oriented logic is an effective and sustainable approach.**



1



3

## Colombia's economic development priorities

Despite important progress having been made in poverty reduction in the last two decades, Colombia still has one of the highest levels of inequality in the world. Considering the country's context and development frameworks, Colombia's long-term structural challenges in economic development can be summarised as follows:

■ **Persistent inequality due to weak public institutions and services:** Urban-rural inequality is mostly due to large differences in public service provision across the country (water, electricity, roads), poor and unequal access to education and healthcare, security issues due to armed groups, and high levels of informality (e.g. land titles, labour market). This results in a social mobility trap. The state institutions are weak in many regions, with often incoherent division of competencies and finances between the national and sub-national levels, which in turn undermines clear accountability to citizens, trust in institutions and decentralisation efforts. This poses a particular challenge in terms of advancing strategic projects in public services, sustainable infrastructure and clean energy.

### Identified needs to be addressed by Switzerland:

- ▶ A transition towards better decentralisation and public services with stronger accountability (SECO)
- ▶ A low-carbon and energy transition of cities and territories (SECO, SDC/GC)

### ■ Low productivity and innovation with a poor diversification of the economy:

Low productivity is reflected in all sectors due to transversal challenges such as a burdensome business environment, limited competition, lack of access to finance, and skills mismatch. Exports are concentrated among a few companies from the primary, extractive sector, where mainly unprocessed raw materials leave the country without generating any added value for Colombia's own economy. Furthermore, illicit economies (illegal gold, coca), pursued by illegal armed groups compete with formal value chains. These illicit activities weaken the integration of the country's economy in formal global value chains and hinder productivity growth. These challenges are most relevant for SMEs.

Furthermore, climate change poses increasing risks for the agricultural sector and the most vulnerable parts of society. However, there is an opportunity for mitigation efforts linked to deforestation as identified in Colombia's nationally determined contributions (NDC).

### Identified needs to be addressed by Switzerland:

- ▶ A transition towards more inclusive economic framework conditions and approaches that contribute to reducing inequality (SECO)
- ▶ A transition towards green growth and sustainable production and financing (SECO, SDC/GC)

## Accountability, monitoring and risk management

SECO continuously monitors and evaluates the results achieved and incorporates lessons learned into its operations.

Project evaluations are conducted during and after project implementation. In addition, SECO commissions independent thematic or country portfolio evaluations.

The monitoring of the cooperation programme will be based on the results framework (see page 14/15) along the relevant business lines and impact hypotheses. Accountability reporting is carried out annually.

SECO is dedicated to ensuring comprehensive and rigorous risk management. Based on the Organisation for Economic Cooperation and Development's (OECD) conceptual framework for aid risk analysis, SECO's risk management distinguishes between three levels of risk:

■ **Country risks:** SECO identifies and evaluates the relevant risks in its partner countries as well as the implications for the project portfolio.

■ **Project risks:** Before approval, all projects are screened for development (achievement of objectives), security, fiduciary, financial, environmental and social risks. During project implementation, the identified risks and corresponding mitigation measures are regularly monitored.

■ **Institutional risks:** SECO monitors the risks it faces as an institution and that may compromise the successful implementation of SECO's mandate.

## Financial resources

SECO's activities under this programme will be financed through the Swiss framework credit 2021–2024 for economic and trade policy measures within development cooperation.

The final allocation of funds will depend on the identification of suitable programmes and projects, the absorption capacity, and the efficiency and effectiveness of the cooperation with the relevant partners in the country. Accordingly, the following information on planned commitments for the four-year period is indicative. This information serves merely as a basis for the forward spending plans that are reviewed each year by the Swiss Parliament.

Planned commitments for Colombia 2021–2024:

45  
CHF million

Colombia also benefits from regional and global initiatives financed by Switzerland that may not be included in these financial projections.

**In general, inequality is a threat and key challenge for the transition towards a prosperous, inclusive and peaceful Colombia.** However, this transition can build on several strengths: The country has strong policy-formulation capacities at the national level, several intermediary cities and a well-organised private sector. These strengths can be leveraged to connect the public- and private-sector capacities with the country's economically weaker territories. There is a historic opportunity to reduce the gap with territories that have fallen behind due to the armed conflict by promoting the inclusion of these peripheral regions.

**The coming years are expected to be characterised by uncertainty, with several large challenges emerging.** On the one hand, the fragmentation of armed groups may keep the numbers of internally displaced people high and result in greater need for protection while at the same time continuing to put pressure on natural resources. On the other hand, the Venezuelan crisis is expected to continue posing a challenge to Colombia in terms of political, economic and humanitarian issues as well as issues of security and migration. Furthermore, unemployment is likely to stagnate at higher levels for the medium term due to COVID-19, which has hit Colombia particularly hard and has had wide-ranging socio-economic consequences, most importantly on poverty and inequality levels. SECO will therefore monitor these challenges closely and integrate them into programme implemen-

tation foreseeing sufficient flexibility in their set-up. **There are, however, also upcoming opportunities** anticipated in areas such as digitalisation that will facilitate financial inclusion and extend public services, as well as climate change mitigation and biodiversity conservation. SECO will for instance support sand-boxes for digital services and regulation, encourage e-government initiatives, and provide capacity-building and enabling conditions for sectors with high potential to combat climate change.

While focusing on long-term outcomes, SECO will maintain a certain amount of flexibility in the implementation of its Cooperation Programme. Given the well-identified long-term and structural issues in Colombia combined with a level of uncertainty in the medium term, SECO will support multi-stakeholder processes on these structural issues paired with flexible implementation mechanisms to adjust to changing priorities.

## Working with partners

Partnership and dialogue are crucial to promote reforms and to develop and implement policies. It involves stakeholders on several levels who can contribute to coherent and synergistic solutions to development challenges: governments, private and civil society players, as well as other development partners and multilateral institutions.

SECO's main implementation partners include multilateral development banks such as the World Bank, the International Finance Corporation (IFC), and the Inter-American Development Bank;

specialized UN agencies such as UNIDO and ITC; Swiss public sector entities such as the Institute of Intellectual Property; Swiss non-governmental organisations (NGO) such as Swisscontact; Swiss academia; and Colombian and international consulting companies.

For each of the two thematic priorities, SECO will establish a high-level policy

dialogue roundtable with government officials and civil society organisations. SECO will also apply participatory methodologies to involve different stakeholders (public sector, private sector, academia, civil society) in the implementation of projects.

The Swiss cooperation agencies in Colombia articulate their activities through thematic and geographic synergies based on clear competences and complementarities. Refer to the chapeau document and the booklet "Humanitarian Aid, Peace and Human Rights and Global Programmes (SDC/HA, PHRD, SDC/GC)" for details.



## Switzerland's perspective on Colombia

Switzerland and Colombia enjoy excellent bilateral relations, increasing trade with the potential for expansion, and often partner as like-minded countries in multilateral fora. These bilateral relations are underpinned by a comprehensive institutional framework, consisting of an agreement on technical and scientific cooperation (1967), an investment protection agreement (2006), a double taxation treaty (2007) and a free trade agreement (FTA) with the European Free Trade Association (EFTA) (2011).

The Swiss and Colombian economies are complementary in terms of goods and services. Colombian exports are mainly agricultural products and raw materials, while Swiss exports are dominated by the pharmaceutical, chemical and machinery sectors. There is still considerable room for expanding trade relations, especially in agriculture, which provides opportunities for Colombian producers to expand business with Swiss buyers while fostering value addition in Colombia. For Swiss companies, there are opportunities arising in Colombia, e.g. in sustainable transport, green technology in energy provision and sustainable construction.

Switzerland's private sector has been among the top three to five largest investors in Colombia in the past years, contributing to job creation and improved competitiveness. In order to continue and strengthen the role of the Swiss private sector in Colombia's economic development, SECO will promote reforms to address transversal issues, such as the reduction of bureaucratic hurdles and the strengthening of intellectual property rights. A key issue for Swiss investors and international investors in general is the lack of an effective and efficient judicial system. Such a system would provide more legal certainty and, in turn, attract foreign capital to contribute to the growth of the Colombian market.

Colombia is one of the most biodiverse countries in the world and still has considerable potential to mitigate the effects of climate change; particularly at the city level as well as through voluntary sustainability standards and sustainable landscape approaches in agriculture. It is therefore in Switzerland's interest to support the efforts by the Colombian government to achieve its nationally determined contributions (NDC) in these thematic areas.

Swiss-Colombian academia and student exchanges have been increasing over the past years, contributing to greater scientific collaboration. For Colombia, knowledge exchange is becoming increasingly important in terms of economic development. Switzerland has a lot to offer in this regard. SECO will continue to

foster relations among academic institutions in strategic sectors such as sustainable construction, land and wastewater management, and cocoa, tourism and entrepreneurship.

For an upper-middle-income country like Colombia, knowledge transfer is often more important than the financial volume of cooperation funds. Colombia can make use of Swiss knowledge and expertise in strategic sectors. The Swiss private sector can play a key role in topics that are considered strategic for Colombia's development. It can contribute to the cooperation agenda through the co-financing of strategic programmes, the setting of international standards and/or premiums for sophisticated export products as well as the provision of green technology. Swiss academia can contribute to more innovation and skills development, which would bridge the existing skills mismatch in the Colombian economy. The Swiss public sector might be able to engage more broadly with Colombian counterparts thanks to specific projects and partnerships already in place through the SECO programme.

Swiss-Colombian economic relations are strong, but still offer potential for deepening this relationship. Switzerland's economic cooperation with Colombia will therefore contribute to a transition towards more and stronger partnerships between Switzerland's and Colombia's public- and private-sector institutions with a focus on sustainable trade, investment, science, climate change and a contribution to lasting peace.

It will do so by linking Swiss public and private stakeholders with capacities and interest in these areas. Fostering bilateral institutional relations in the public and private sector in areas of common interest will also contribute to the long-term sustainability of cooperation endeavours.



## Overall goal and budget of the Swiss Cooperation Programme 2021–2024: a prosperous, inclusive and peaceful Colombia

Switzerland’s overall goal is to strengthen Colombia’s institutions, communities and civil society on their path to lasting peace through sustainable and resilient economic development, the reduction of inequalities and addressing humanitarian needs.

Swiss portfolio outcomes	Protection, early recovery and access to basic services	Peace promotion and conflict prevention	Sustainable cities and territories, stronger institutions and better public services	Regional competitiveness and decent jobs
Objectives	Mitigate the impact of the humanitarian crises and address priority needs such as basic services, recovery of livelihoods and access to protection	Contribute to sustainable peace via the implementation of the peace agreement with the FARC and the resolution and prevention of other conflicts	Transition towards sustainable cities and territories, stronger institutions and better public services by strengthening public finance management as well as planning and financing of sustainable infrastructure	Transition towards improved regional competitiveness and decent jobs by supporting innovation, skills development, sustainable finance and integration into responsible global value chains
Main measures	<ul style="list-style-type: none"> <li>– Strengthening protection mechanisms</li> <li>– Supporting integrated mine action</li> <li>– Providing humanitarian emergency assistance</li> <li>– Advancing basic services and improving livelihoods in conflict-affected regions</li> </ul>	<ul style="list-style-type: none"> <li>– Dealing with the past</li> <li>– Promoting the safe and effective political participation of communities at the territorial level</li> </ul>	<ul style="list-style-type: none"> <li>– Supporting a strong regulatory framework in the areas of public and private finance and strengthening implementation capacity</li> <li>– Strengthening planning and investment capacities of cities in sustainable urban development</li> </ul> <p><i>Joint complementary measures between SECO and the SDC Global Programmes Water and Climate Change &amp; Environment:</i></p> <ul style="list-style-type: none"> <li>– <i>Natural infrastructure and ecosystem services valuation as well as conservation</i></li> <li>– <i>Promoting energy efficiency and thermal comfort in buildings</i></li> <li>– <i>Enhancing water governance and scaling-up of corporate water stewardship</i></li> </ul>	<ul style="list-style-type: none"> <li>– Contributing to an efficient, sustainable and inclusive business environment, including in terms of the labour market</li> <li>– Improving access to sustainable finance for SMEs</li> <li>– Fostering export-oriented, responsible, compliant value chains</li> <li>– Fostering the integration of ESG factors in the private sector</li> </ul>
Planned budget	SDC/HA: CHF 48 million PHRD: CHF 4.4 million		SECO: CHF 45 million  SDC/GC: CHF 2.3 million	
<b>Total budget</b>	<b>CHF 100 million</b>			

Switzerland takes gender equality, climate change and good governance into account in all its activities, as well as conflict-sensitive programme management and Do No Harm as an integrated approach (SDC and PHRD).



## SECO's contribution to gender equality in Colombia

Colombia ranks 22nd out of 153 countries and third in Latin America in terms of gender equality (WEF 2020). It has made some considerable progress on a political level, such as equal representation in the ministerial cabinet; however, the main gender gap is in economic participation. The amount of unpaid work, access to labour opportunities, the gender wage gap, higher representation of women in the informal economy mainly due to childcare obligations, and cultural bias are some of the main reasons for this phenomenon.

Switzerland considers gender equality to be an important element of poverty reduction, social inclusion and economic development. Therefore, it systematically addresses the gender dimension (social norms, legal provisions, gender-specific risks) in its development projects. The gender dimension is taken into account in terms of project design, implementation, risk assessment and monitoring. In Colombia, rural women and women entrepreneurs are especially disadvantaged. A special emphasis will therefore be placed on promoting gender equality in agricultural value chains as well as on gender-neutral legislation and regulations in the business environment. Targeted incentives for female entrepreneurs and employers could be introduced to overcome invisible barriers. Digitalisation and modernisation of land administration represents an opportunity to foster access to finance and to contribute to equal economic opportunities for all.



## SECO's contribution to climate change mitigation and adaptation in Colombia

In Colombia, climate change mitigation and adaptation are key. On the one hand, the country is highly vulnerable to the effects of climate change that limit agricultural production, logistics, change land use patterns and increase fiscal costs. On the other hand, Colombia's NDCs are considerable, especially in terms of agriculture, forestry and other land use (AFOLU), and energy. Therefore, Colombia has prioritised the preservation of key ecosystems, the decrease of deforestation and greenhouse gas emissions reduction in the sectors of energy, oil and gas, mining, housing, waste, industry, transport and agriculture.

Switzerland will include considerations on climate change and environmental protection as a transversal theme in its Cooperation Programme. There is growing interest and potential in including climate change considerations in macroeconomic reforms and regulations as well as in greening the financial system. SECO will continue and expand its work to include sustainability criteria in financing infrastructure projects and urban planning. It will do so by promoting financial and regulatory incentives for cities and companies as well as transferring relevant knowledge and technology. In terms of global value chain integration, sustainability standards are becoming increasingly relevant to meet the demand for sustainably produced goods and to fight deforestation. In addition, SECO will encourage Colombia to continue its progress on disaster risk financing and promote peer learning.





# Thematic priorities

## SECO's contribution to Colombia's development agenda

Colombia has made significant development progress in many areas, but still needs to consolidate the initial phases of the peace process. SECO will therefore support structurally relevant areas by transferring Swiss know-how such as in land management, which has been one of the root causes of the conflict and can potentially be a future driver for economic development. Additionally, Swiss consumers, and therefore Swiss companies, are increasingly interested in sustainably produced goods and services. Supporting value chains such as cocoa in collaboration with Swiss buyers not only contributes to a more diversified economy but also further capitalises the EFTA-Colombia FTA.

SECO intends to support Colombia in this critical phase to become a more inclusive society and extend the benefits of economic development to less developed regions, thereby contributing to lasting peace. It does so by providing Colombia's public and private sectors with the tools to develop and test innovative approaches to promote territorial and economic inclusion. In addition, SECO will foster institutional relations between the two countries and thus contribute to the sustainability of the Swiss Cooperation Programme beyond 2024.

Based on Colombia's development stage, SECO's Cooperation Programme 2021–2024 will focus on promoting sustainable regional development by articulating the public and private sectors in areas with high Swiss added value and of joint interest.

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A SECO-supported green bond helps renewable energy projects like this get financed and then issued in the capital markets.

3

Thematic priority

**Supporting the transition towards sustainable cities and territories, stronger institutions and better public services** by strengthening public finance management as well as planning and financing of sustainable infrastructure

**At the macro level**, SECO will work towards an effective governance framework with a focus on a) enhanced coherence between responsibilities for public service provision on the one hand, and financial and institutional capacity on the other; b) improved coordination mechanisms at the national level and between the national and subnational levels.

**At the meso level**, SECO will work towards building modular toolboxes and a community of practice to foster peer learning and mechanisms of collaboration, e.g. in terms of joint financing schemes and service provision among subnational entities and between the national and subnational levels for better public service provision.

**At the micro level**, SECO will work towards strengthening public institutions and services to create demonstration effects and performance incentives and to inform policymaking, thereby contributing to an effective governance framework.

#### **Proposed SECO measures with the most added value:**

- Promotion of **inter-institutional coordination** within and between the three levels of government in the area of public finance management (PFM)
- Support for a **regulatory framework** in the area of public and private finance that sets the right incentives for sustainable development with a focus on climate change and disaster risk management, digitalisation and mobilisation of private-sector financing
- Promotion of incentives to improve governance, standards and quality in **public service delivery**, especially in the areas of land management, energy efficiency and renewable energy, and water management
- Support for **financing mechanisms** that meet sustainable infrastructure needs, such as public-private partnerships, thematic (e.g. green) bonds and land value capture
- Strengthening the sustainable planning and investment capacities of cities in **sustainable urban**

**development**, including in terms of mobility, resilience and energy management

#### **Mutual complementary measures between SECO and the SDC Global Programmes Water and Climate Change & Environment:**

- Natural infrastructure and ecosystem service evaluation as well as conservation through support of local empowerment, entrepreneurship and multi-stakeholder partnerships
- Promotion of energy efficiency and thermal comfort in buildings leading to reduced greenhouse gas emissions

#### **Measures implemented by the SDC Global Programmes Water and Climate Change & Environment:**

- Improving water quality and efficient water-use together with the private sector
- Contributing to the national water monitoring system
- Improving air quality in cities
- Contributing to the Pacific Alliance in corporate water stewardship and clean air in cities

### **Colombia's Development Priorities**

#### **National Development Plan 2018–22**

- Improve state presence and justice services
- Strong regional focus
- Boost strategic projects in infrastructure and clean energy

#### **Roadmap for International Cooperation 2019–2022**

- Environmental sustainability
- Peace and territorial stability

**Development Programmes with Territorial Focus (PDET)** in municipalities that have been most affected by the conflict



4

Thematic priority

**Fostering the transition towards improved regional competitiveness and decent jobs** by supporting innovation, skills development, sustainable finance and integration into responsible global value chains

**At the macro level**, SECO will work towards effective coordination between the three levels of government, the private sector and academia to provide an efficient and green business-enabling environment as well as evidence-based policies, and incentivising innovation for the private sector, especially SMEs.

**At the meso level**, SECO will work towards strengthening the design and implementation of solutions to cross-cutting challenges such as access to finance, intellectual property, quality infrastructure, skills development, and sustainability methodologies and practices.

**At the micro level**, SECO will work towards supporting the diversification of the economy through the integration into responsible value chains with the potential for creating decent jobs and higher incomes. It will thereby keep its orientation towards markets and higher-quality products and services (value added). SECO will place special focus on including producers from post-conflict areas into selected value chains.

**Proposed SECO measures with the most added value:**

- Promotion of **inter-institutional coordination** within and between the three levels of government, the private sector and academia in the areas of competitiveness and innovation to provide efficient, inclusive and market-oriented policy instruments

- Contributing to an **efficient and inclusive business environment** with a view towards increased transparency, non-discriminatory competition, reduced costs of doing business for SMEs, and incentives for businesses to formalise, innovate and invest

- Increase productivity and support diversification by strengthening the **quality infrastructure to lower the cost of compliance for SMEs** and improve access to export markets

- Improving **access to sustainable finance for SMEs** through systemic solutions such as movable guarantees, fintech and results-based finance

- Fostering **export-oriented responsible value chains** with the potential to create jobs and promoting alternative economic opportunities with a focus on Development Programmes with Territorial Focus (PDET), environmental protection, and in value chains where Switzerland generates added value

- Fostering the **integration of environmental, social and governance (ESG) factors** within the private sector with a view towards an enabling environment for the development of sustainable value chains and responsible investment decision-making

- Promotion of **an effective labour market and improved labour conditions** through skills development in key sectors and innovative mechanisms for the labour market integration of vulnerable groups

## Colombia's Development Priorities

### National Development Plan 2018–22

- *Legality + entrepreneurship = equity*
- Increase access to the labour market and income generation through fostering entrepreneurship

### Roadmap for International Cooperation 2019–2022

- Rural development
- Peace and territorial stability
- Entrepreneurship and creative industries
- Environmental sustainability

**Development Programmes with Territorial Focus (PDET)** in municipalities that have been most affected by the conflict

# Results monitoring for Colombia

3

Thematic priority

**Supporting the transition towards sustainable cities and territories, stronger institutions and better public services**



## Theory of change

**If SECO** supports the national government and municipalities with integrated urban development and infrastructure investment planning based on adequate public financial management,



**then** cities are empowered in their role as drivers for sustainable economic development,



**because** cities are able to better plan and manage urban development by finding adequate financing solutions to deliver reliable and sustainable services.

## Transversal themes



### Gender equality

SECO fosters gender equality as a transversal theme, especially in terms of infrastructure design and women's access to finance.



### Climate and resource efficiency

SECO includes cross-sectoral climate change considerations in macroeconomic and financial reforms.



## Contribution to selected SECO business lines

### Growth-promoting economic policy

**If SECO** contributes to the effective, transparent allocation and investment of public resources and increasing domestic revenue mobilisation,



**If SECO** supports well regulated and supervised financial markets and contributes to strengthening sustainable domestic capital markets and innovative ways of financing,



**then** Colombia can independently mobilise, manage and invest resources and provide better services to all



**because** Colombia is building strong, accountable institutions at all levels that generate sufficient domestic and foreign resources (SDGs 16.6, 17.1, 8.3).



### Urban development and infrastructure services

**If SECO** promotes integrated and sustainable urban development and planning,



**if SECO** strengthens the managerial capacity of public institutions,



**if SECO** supports financing mechanisms that meet sustainable infrastructure needs,



**then** this helps create the conditions for sustainable economic growth and broader social prosperity



**because** cities are planned and managed in a sustainable manner (SDG 11.3),



**because** there will be more equal access to affordable and reliable public services (SDGs 6.1, 6.2),



**because** there will be a reliable and modern energy supply (SDG 7.3).



### Access to financing

**If SECO** strengthens domestic capital markets and promotes green/sustainable bonds,



**then** entrepreneurs and producers will have access to adequate financial services (SDG 9.3)



**because** the financial and capital markets are able to respond effectively to the needs of borrowers (SDG 8.10).



4

Thematic priority

## Fostering the transition towards improved regional competitiveness and decent jobs



### Theory of change

**If SECO** helps to improve the regulatory framework, skills development, access to finance for SMEs and integration into responsible value chains,



**then** the private sector can benefit from sustainable business opportunities and grow, and offer more and better income opportunities,



**because** SMEs are more competitive, especially in areas with the greatest demand.

### Transversal themes



#### Gender equality

SECO fosters gender equality as an overarching theme, especially in the labour market and the business-enabling environment, and helps provide women with access to training programmes.

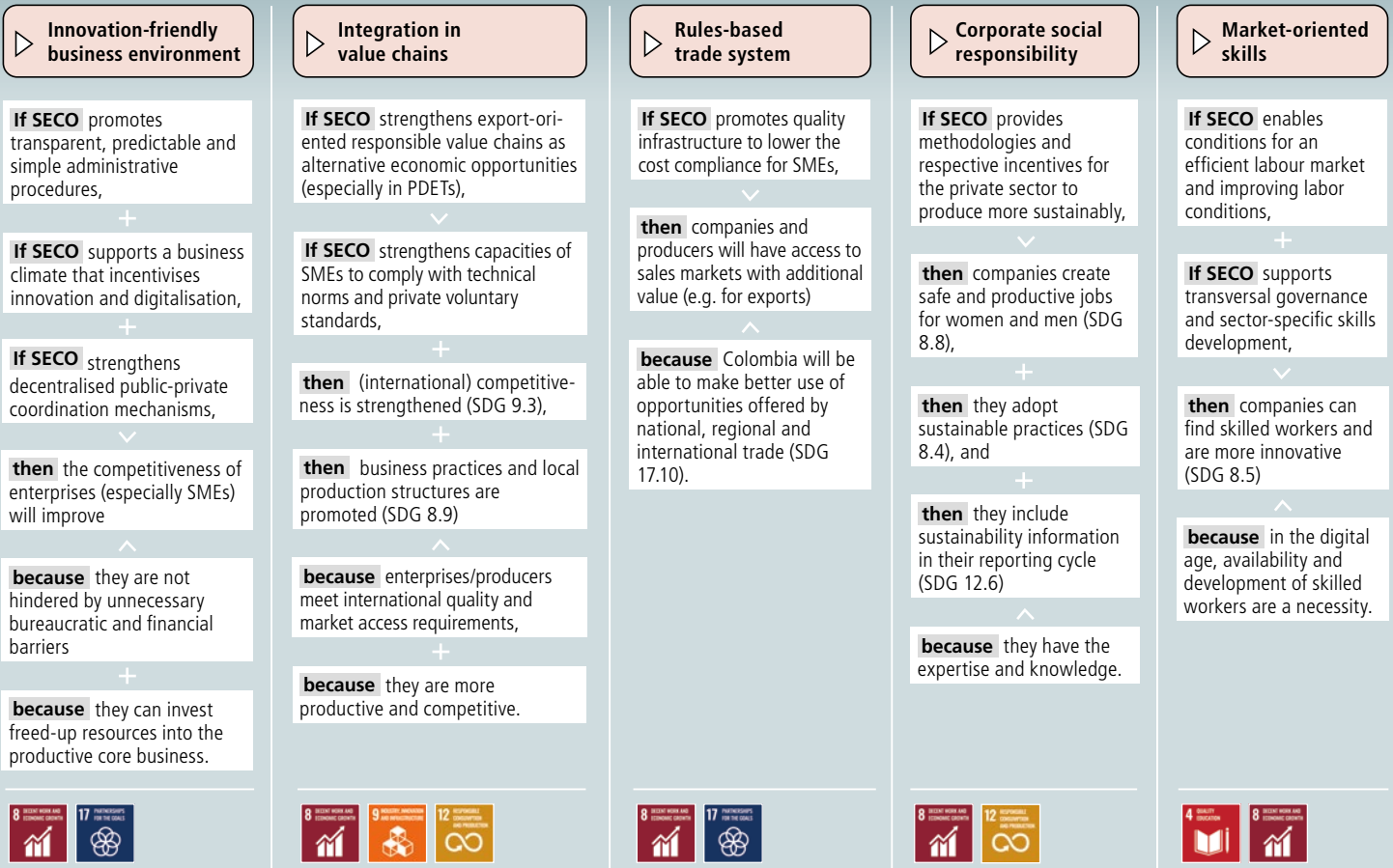


#### Climate and resource efficiency

SECO includes cross-sectoral climate change considerations in global valuechain integration in order to meet demand for sustainably produced goods.



### Contribution to selected SECO business lines



# Annex: SECO's International Cooperation 2021–2024 at a glance

Over the past three decades, globalisation and technological advances have led to significant global economic growth and a general improvement of living conditions. As a result, one billion people have been able to escape from extreme poverty worldwide. Switzerland's international cooperation programmes contribute effectively to this positive trend by providing expertise and financial resources. Aside from the decline in poverty, global challenges related to economic structural change, good governance, pandemics, demographic change, inequality, climate change, urbanisation and digitalisation persist. Therefore, Switzerland's international cooperation efforts remain highly relevant.

In order to overcome global challenges, the Swiss State Secretariat for Economic Affairs (SECO) focuses its efforts on promoting economic development. It thereby relies on partnerships with multilateral organisations, the private sector and civil society to increase the effectiveness and leverage of its activities. SECO activities are strategically aligned with and complementary to those of other federal agencies, especially the Swiss Agency for Development and Cooperation (SDC) and the Peace and Human Rights Division (PHRD) of the Federal Department of Foreign Affairs.

## SECO's objectives and thematic focus areas

SECO aims at promoting economic growth and sustainable prosperity in its partner countries. The Agenda 2030 for Sustainable Development represents an important reference framework in this regard. SECO pursues two directions:

First, SECO promotes reliable economic framework conditions by focusing on:

- ▷ An **economic policy** that has a positive impact on long-term economic growth;
- ▷ A rules-based **trade system**, which helps the partner countries to integrate into the global economy and promotes the implementation of social and sustainability standards;
- ▷ An innovation-friendly **business environment**, which stimulates the competitiveness, the productivity and the growth of enterprises;
- ▷ An integrated **urban development and provision of public services**, which improve urban mobility, energy and water supply and the resilience towards natural disasters.

Second, SECO supports innovative private-sector initiatives by focusing on:

- ▷ The access to **financing**, which contributes to the development of the private sector and the creation of decent jobs;
- ▷ The integration of producers and enterprises in **value chains**;
- ▷ A responsible **corporate management**, which integrates a **social** and an **ecological** dimension at the core of its activities;
- ▷ Market-oriented **skills**, which meet the demand of the market in the digital age.

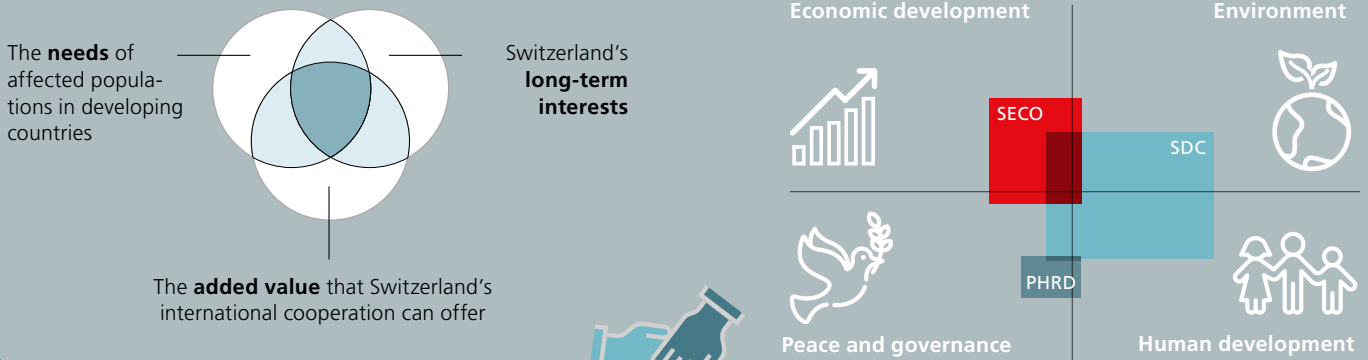




# UN Agenda 2030 for sustainable development



## Switzerland's International Cooperation strategy 2021–2024



### SECO Strategy



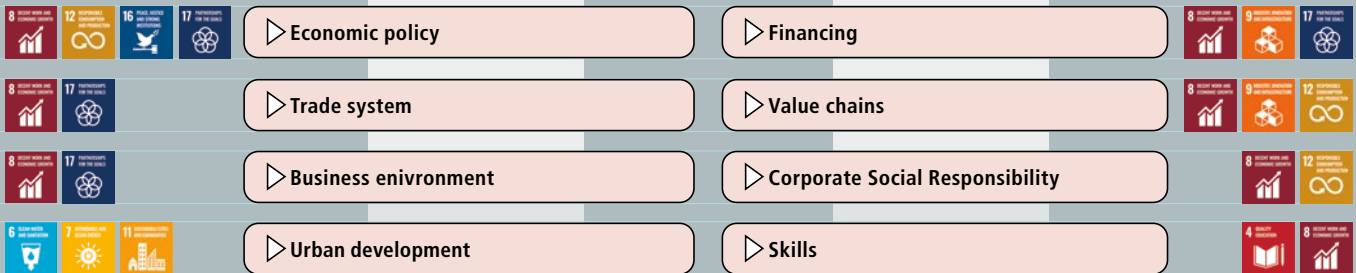
#### Economic growth and sustainable prosperity

Partnerships (multilateral organisations, private sector, SIFEM, academy, NGO)

Access to markets and opportunities due to reliable framework conditions

Income opportunities due to innovative private-sector initiatives

#### Gender equality, climate and resource efficiency



**Geographic orientation:** SECO focuses its activities in **13 priority countries**. It engages in areas where its proven instruments can address the **demands** of its partner countries and bring a significant **added value**. These countries play an important role in terms of the economic development and political stability of their regions, and are relevant for Switzerland's foreign policy. In order to **address global challenges** related to finance, commerce, climate, environment, migration and water, SECO's implements bilateral, regional and global programmes.

SECO also implements **complementary measures** based on its thematic competences **outside** of its **priority countries**. The objective is to be able to respond selectively and flexibly to specific challenges in different domains.

#### Economic Development Cooperation South

Egypt Ghana Indonesia **Colombia** Peru South Africa Tunisia Vietnam

#### Transition Cooperation East

Albania Kyrgyzstan Serbia Tajikistan Ukraine

## Abbreviations

<b>AFOLU</b>	Agriculture, forestry, and other land use
<b>EFTA</b>	European Free Trade Association
<b>ESG</b>	Environmental, Social and Governance
<b>FTA</b>	Free trade agreement
<b>IFC</b>	International Finance Corporation
<b>ITC</b>	International Trade Centre
<b>NDC</b>	Nationally determined contribution
<b>NGO</b>	Non-governmental organisation
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PDET</b>	Development Programmes with Territorial Focus
<b>PHRD</b>	Peace and Human Rights Division
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDC/GC</b>	Swiss Agency for Development and Cooperation/Global Cooperation
<b>SDC/HA</b>	Swiss Agency for Development and Cooperation/Humanitarian Aid
<b>SECO</b>	State Secretariat for Economic Affairs
<b>SIFEM</b>	Swiss Investment Fund for Emerging Markets
<b>SME</b>	Small- and medium-sized enterprises
<b>UN</b>	United Nations
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WEF</b>	World Economic Forum



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