EVALUATION DEPARTMENT

COLOMBIA

Evaluation Portrait

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Colombia – Evaluation Portrait

1 Evaluations published in 2019

1.1 Independent Country Programme Evaluation: Colombia

Evaluation	Independent Country Programme Evaluation: Colombia
Published (year)	2019
Author/Agency	Independent Evaluation Office of UNDP
Commissioned by	UNDP
Type of evaluation	Country Programme Evaluation
Project period	2015-2018
Keywords	Sustainable Development
Abstract	The Independent Evaluation Office (IEO) of the UNDP conducted an Independent Country Programme Evaluation (ICPE) in Colombia in 2018 for the period 2015 to mid-2018. The evaluation assessed UNDP's contribution in four programme areas: inclusive and sustainable growth; inclusive governance for urban and rural development; inclusive and sustainable governance; and transition to peace.
	The evaluation concluded that UNDP was an important contributor to key national development and peace priorities in Colombia. Most notably, it played a bridging role between the Government and affected communities with FARC presence. This contributed to reincorporation and community dialogue processes critical for stabilisation and peace. However, the evaluation identifies areas for improvement, such as the lack of consolidation of lessons from the community level; the lack of a comprehensive programme for reducing rural poverty; and the lack of projects involving private sector development. Overall, the territorial presence of UNDP was identified as a key factor in the organisation's contribution to development and the peace process in Colombia. However, there remains scope for better utilization of this comparative advantage than merely as project implementation units.
	Key recommendations included:
	• UNDP needs to be more proactive in identifying key areas for its engagement in the Peace Accord implementation.
	• UNDP should consider facilitating a comprehensive contextualised territorial development solution that can engage various actors towards a common agreed plan. In line with national development strategies, the solution should aim to accelerate employment and livelihoods, promote a sustainable environment, and strengthen inclusive governance.
	• UNDP should strategize support to private sector development and impact investment in Colombia.
	• Programme synergies and mutual reinforcement need to be pursued for enhancing development outcomes. UNDP should have a deliberate approach to overcome programme silos within/between sustainable development programme areas.
	• UNDP should take measures to strengthen and formalise programmatic partnerships with other UN agencies as well as other international organisations.
	• UNDP should consider specific measures to strengthen knowledge management to inform policy processes.
Cross-cutting issues	Gender, environment, climate.
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/9396

2 Evaluations published in 2018

2.1 The state of implementation of the Colombian Peace Agreement after two years of implementation

Evaluation	Estado efectivo de implementación del Acuerdo de Paz de Colombia 2 años de implementación
Published (year)	2018
Author/Agency	Kroc Institute for International Peace Studies
Commissioned by	CSIVI
Type of evaluation	Monitoring of implementation of peace agreement
Project period	2017-2018
Keywords	Implementation of Peace agreement
Abstract	The peace agreement put an end to the armed conflict between the government and the FARC, and the FARC transformed into a democratic political party. Several mechanisms for verification, monitoring and resolution of conflicts stipulated in the agreement and international accompaniment have been established. The University of Notre Dame's Kroc Institute for international peace studies has the primary responsibility for technical verification and monitoring of implementation of the agreement. This was the third report covering the progress of the implementation of all the chapters in the peace agreement signed by the government and the FARC at the end of 2016. After two years, more than two thirds of the commitments in the agreement were in progress, and a little more than one third of the commitments had a solid level of progression, whilst another third of the commitments had barely started to be implemented, and one third had not been implemented at all. The best progress was observed around the areas "End of Conflict" and "Implementation, Verification and endorsement". The areas with most commitments where implementation had barely started were "Comprehensive Rural Reform" and "Solution to the problem of illicit drugs", and the areas with the least degree of implementation of commitments were in "Political Participation" and "Agreement on victims of conflict". The analysis presented in this report found that the peace process was resilient, overcoming difficulties, tensions and crises throughout these first two years of implementation. The most important challenges that remained after two years were the lack of adequate security guarantees for social leaders, human rights defenders and ex-members of the FARC and their families, and that communities remained at risk of being attacked by illegal armed groups and criminal groups. The report concluded that an answer to the above security threats would require a comprehensive response with a strong territorial dimension. Greater legitimacy of the state in the territories could be achieved if the state strengthened its authority against illegal actors while protecting and promoting human rights; and also provided public goods and services effectively and equitably; and guaranteed citizens the democratic right to participation. Another fundamental priority should be to fulfil the commitment of the State to the families that have voluntarily decided to substitute illicit crops. In addition, the socio-economic reintegration of former members of the FARC-EP should be accelerated. The integrity of the transitional justice mechanisms should be protected, and the centrality of the victims in the peacebuilding process should be ensured.
Cross-cutting issues	Peace
Link to evaluation	https://kroc.nd.edu/assets/321729/190523_informe_3_final_final.pdf

2.2 A Trusted Facilitator: An Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016

Evaluation	A Trusted Facilitator: An Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016
Published (year)	2018
Author/Agency	Norad
Commissioned by	Norad
Type of evaluation	Performance evaluation
Project period	2010-2016
Keywords	Facilitation of Peace negotiations
Abstract	The purpose of the evaluation was to generate knowledge on how Norway contributed to the peace process in Colombia, ultimately to strengthen future Norwegian peace efforts.

Norway had chosen three focus areas during the peace talks: women's participation and a gender perspective; transitional justice; and demining. This was the first time Norway worked with a systematic focus-based approach in peace negotiations. The evaluation found that the approach had positive results. The focus areas worked as anchors for Norway's work, and mobilized broad interest within the MFA to participate in the peace efforts. In addition, being a guarantor country with constant presence in Havana, Norway's facilitation team provided multiple and continuous support to the negotiating parties at different levels. The Colombian peace process went through several crises, in which the guarantor countries Norway and Cuba played a role in reducing tensions and helping to move the process forward.

The Norwegian team was found to have collected lessons from previous peace-building efforts that helped them to think differently and become aware of issues that were previously not on their radar. The team was found to display significant contextual awareness and an analytical reading of complex situations during the Colombian peace process, and it made good use of this in its decision-making processes. The fact that Norway operated through a small team led by a Special Envoy was assessed as positive by the evaluation as this helped in gaining the trust of the negotiating parties, and it facilitated the acquisition of the inside knowledge necessary to make the guarantors' support effective.

The evaluation found that Norway had made a noticeable contribution to the Colombian peace process by providing knowledge and capacity building, generating conditions to build trust between the negotiating parties, and providing international diplomatic support and logistics. The evaluation identified the following blind sports in the Norwegian facilitation:

- The team could have benefitted from more assistance from within the MFA in relation to operations, communication, knowledge facilitation and technical expertise.

- There was a need for further clarity of the roles and responsibilities of the different team members.

- Norway could have assisted the negotiating parties in clarifying the gender references in the draft peace agreement and better communicating what 'the gender perspective' entailed.

- Norway could have done more to help Colombians better understand the peace agreement more generally ahead of the plebiscite.

- Norway could have prepared for a scenario in which the initial peace agreement was rejected in the plebiscite. |
| **Cross-cutting issues** | Peace |

Link to evaluation	https://norad.no/contentassets/33fb8fa056be4d2b9b6eadfda9f6b3e1/10.18-evaluation-of-norways-support-to-the-peace-process-in-colombia-20102016.pdf

2.3 Mid-term evaluation of the UN Multi-Donor Post Conflict Fund

Evaluation	Mid-term evaluation of the United Nations Multi-Donor Post Conflict Fund
Published (year)	2018
Author/Agency	Lidapatty International Consulting SAS
Commissioned by	UN Multi-donor Post Conflict Fund
Type of evaluation	Mid-term program evaluation
Project period	2016-2018
Keywords	Rapid response to stabilisation
Abstract	The mid-term evaluation covered the Fund's activities in the period February 2016 to June 2018. The objective of the mid-term evaluation was to analyse whether the Fund had delivered its general objective of providing stability and confidence in peace in the most conflict-affected territories. Overall, the Fund's rapid response actions were found to be highly relevant and seemed to be fulfilling one of its central purposes: to respond quickly to the most pressing stabilisation needs in the post-conflict territories prioritised by the national government. The Fund was found to assess, approve and implement its actions more quickly than any other financing mechanism while complying with due diligence good practices. The Fund also showed flexibility in its governance systems to adapt strategically to post-conflict dynamics at the national and territorial levels. The report notes that the Steering Committee should consider refocusing the Fund, so that it can deliver a more articulated, integrated and forceful intervention in the 40 municipalities with the greatest risk of instability. For stabilisation actions to have more impact and sustainability, especially in generating more confidence in the state, the national government should take advantage of the strategic review to strengthen the Fund as public policy. For this to happen, it is essential that the government co-finances international cooperation contributions to the Fund and that national and territorial entities share responsibility in the implementation of its actions and their sustainability. Some lessons learned included: • Important community impact can be created by establishing collaboration between the projects and the institutional actors. • Greater impact in the rapid response phase can be made by having the proposals formulated with the perspective of the field in collaboration with civil society actors. • Agility and transparency are generated when project revisions and approval processes are clear and equal. • Greater impact, strengthened coordination and strengthened application of good practices and lessons learned can be achieved through common articulation of the programme between implementing partners and the state. • To achieve sustainability there has to be ownership to the Fund's interventions at community as well as at local and national government levels.
Cross-cutting issues	Peace
Link to evaluation	https://8e66013a-bbdf-4d03-93c4-bebede3075ff.filesusr.com/ugd/45d5ec_2848aa30263845f6b2461431ca5a9f20.pdf

2.4 The key role of ICTJ in the designing of Colombia's complex Transitional Justice System (Sida)

Evaluation	The key role of ICTJ in the designing of Colombia's complex Transitional Justice System
Published (year)	2018
Author/Agency	FCG Sweden and NCG Sweden
Commissioned by	Sida
Type of evaluation	Strategic evaluation of transitional justice sector support
Project period	2015-2017
Keywords	Transitional Justice
Abstract	The International Centre for Transitional Justice (ICTJ) is an international non-governmental human rights organisation working in 32 countries going through a transitional justice process. ICTJ works to help societies in transition address legacies of massive human rights violations and build civic trust in state institutions as protectors of human rights. The programme: i) aimed to increase understanding of transitional justice measures among CSO, state and other social institutions; ii) make feasible proposals on judicial accountability and institutional reforms that were informed by ICTJ expertise; and finally; iii) make contributions to serious debates and decisions on the importance of the truth-seeking process, including a truth commission. Stakeholders included authorities in the judicial, executive and legislative branches, advisors to the peace negotiators from the Government and the FARC, a heterogeneous group of human rights oriented CSOs, representatives of the Colombian armed forces and the media. The evaluation found that the project's relevance to the needs and priorities of the stakeholders was extremely high.
	Further, the ICTJ was found to have achieved results beyond those set in the project's logical framework, e.g. that ICTJ had had an impact on the design of Colombia's transitional justice system, both in terms of laws, hereunder the constitution, and in terms of contact with relevant authorities in charge of implementing the agreed measures.
	From a learning perspective, ICTJ's dialogues, trainings, technical assistance and publications were found to have contributed, in many ways, to a greater understanding of transitional justice in a sustainable manner. Some reforms that the ICTJ contributed to might be difficult to reverse and as such may have a higher chance of being sustainable.
	ICTJ targeted gender equality and LGTBI rights during the project's implementation. Interviewees to the evaluation considered that ICTJ's advice and dialogue contributed to both their own and other organisations' successful efforts to influence the peace negotiators. ICTJ's approach to conflict sensitivity was found to have been comprehensive. One of ICTJ's strengths was the ability to relate to many stakeholders and keep a technical profile while abstaining from taking political positions.
	The evaluation concluded that efforts should be made to coordinate funding – to start with between Norway and Sweden – and increase core funding. Norway was found to be benefiting from the partnership with ICTJ in a different way from Sweden. The Embassy of Norway in Bogotá made use of ICTJ's expertise in a more structured and systematic way for internal learning, including expanding learning opportunities to relevant governmental institutions in Norway. The evaluation recommended that the project administrators should present results at a higher level and connect ICTJ's intervention with other Swedish supported projects and partners in the transitional justice portfolio.
Cross-cutting issues	Transitional Justice
Link to evaluation	https://www.sida.se/English/publications/160052/the-key-role-of-ictj-in-the-designing-of-colombias-complex-transitional-justice-system/

2.5 Colombia "Transform" ("Transforma") Program Mid-term Performance Evaluation

Evaluation	Colombia "Transform" ("Transforma") Program Mid-term Performance Evaluation
Published (year)	2018
Author/Agency	Social Impact Inc
Commissioned by	USAID
Type of evaluation	Programme midterm performance evaluation
Project period	2015-2018
Keywords	Peace agreement implementation
Abstract	The programme aimed to increase the Colombian Government's ability to plan and execute rapid response elements of the Peace Accord while promoting collaboration between territorial actors for its implementation. The programme operated in Bogotá, Arauca, Norte de Santander, and Putumayo.
	The evaluation concluded that the programme had focused appropriately on rapid response activities relevant to the Peace Accord's success. The programme succeeded in executing activities at a pace far more rapid, and with a greater level of transparency, than that to which communities and state entities were accustomed. However, the pace slowed after 2016 due to the volume and complexity of activities and the pace of decision-making, staff turnover in some regions, purchasing from vendors in territories where informal economies predominate, and other operational problems.
	The programme mainly helped lay the groundwork for the implementation of the Peace Accord's first chapter on rural development and reform. The programme was more effective in improving the presence of Colombian government entities created for the post-conflict period, and some local entities, than that of the national government as a whole. The programme promoted collaboration among local actors, particularly through small infrastructure projects and other resources that were otherwise unavailable. It faced challenges due to a changing political environment, and concerns about the viability of Peace Accord implementation.
	The interpretation of U.S. statutes prohibiting material support for members of foreign terrorist groups complicated the work in communities whose members included ex-guerrillas. With 14,000 ex-FARC members, the likelihood of inadvertently conferring a benefit upon them was high and threatened to paralyze activities in an absence of clarity about the statute's applicability to low-rank individual ex-combatants. The evaluation recommended to *"Raise awareness within the U.S. interagency about the need for common-sense guidelines for interpreting material support provisions so that they are congruent with Colombia's current context."*
	Throughout the territories, the programme's relevance in terms of strategic coherence of activities was weakened by insufficient communication, exchange, and learning among beneficiaries, staff, government and implementing partners.
	The programme was found to have an ability to fertilise the ground for future National Liberation Army (ELN) negotiations by creating a "demonstration effect" in zones of heavy ELN influence, and the evaluation recommended to continue to support activities in ELN-influenced areas.
Cross-cutting issues	Peace
Link to evaluation	https://pdf.usaid.gov/pdf_docs/PA00T7WK.pdf

2.6 Mid-term Performance Evaluation of the Colombia human rights activity 2018

Evaluation	Mid-term Performance Evaluation of the Colombia human rights activity 2018
Published (year)	2018
Author/Agency	Colombia Evaluation and Analysis for Learning (EVAL) Project, TetraTech
Commissioned by	USAID
Type of evaluation	Midterm program performance evaluation
Project period	2016-2019
Keywords	Human Rights
Abstract	Over the past 16 years, USAID/Colombia has developed the largest U.S. stand-alone human rights activity (HRA) programme in the world. HRA's overall strategy was to support the government and civil society in promoting a culture of human rights, preventing abuse and violations of human rights, and responding effectively to human rights violations once they have occurred. HRA was primarily focused on regional human rights efforts in 40 municipalities across seven departments, while maintaining some national actions, particularly with respect to policy reforms and the implementation of post-accord measures.

The evaluation found that HRA mostly remained relevant through its regional presence and technical and contextual expertise. However, the prohibition on US projects to work with demobilised FARC-members posed serious challenges. These restrictions prevented HRA from adequately addressing this increasingly critical segment of the population that was at risk of human rights violations. The evaluation documented an incident where an implementing partner could not assist a victim of sexual violence because she was a demobilized member of FARC-EP. This strongly challenged the HRA's relevance.

While the programme incorporated activities that adequately responded to the institutional challenges that governmental entities face, there were particular strategies that could be strengthened, particularly issues on illegal mining, the targeting of Afro-Colombians, and the protection of human rights leaders and defenders.

HRA was found to have contributed to and improved understanding of human rights standards among the most relevant municipal government officials and vulnerable beneficiary groups. Additional effects on beneficiaries included strengthened leadership, empowerment, and self-esteem at the individual level, which were found to spill over into strengthening civil society and their community and family spheres.

HRA's institutional strengthening strategy was oriented towards sustainability through its emphasis on supporting activities and processes linked to public policy. However, two challenges under HRA's control were found to undermine the sustainability of its activities: 1) intensive technical assistance ran the risk of creating dependency from government officials on its regional advisors, and 2) short-term grants limited CSOs from fully implementing their projects.

HRA had limited capacity and a constrained sphere of influence to achieve the objectives of its response component. In the absence of high-level discussions between USAID and Attorney General Office officials, HRA was strategic in approaching the Attorney General Office. However, this resulted in a piecemeal strategy rather than a high-level comprehensive strategy that aligned with the ambitious objective of the component. |
| **Cross-cutting issues** | Human Rights |
| **Link to evaluation** | https://www.dmeforpeace.org/wp-content/uploads/2019/04/Evaluation_mid-term-performance-evaluation-of-the-Colombia-human-rights-activity-2018.pdf |

2.7 Evaluation of International Assistance Programming in Colombia, 2011-12 to 2017-18

Evaluation	Evaluation of International Assistance Programming in Colombia, 2011-12 to 2017-18
Published (year)	2018
Author/Agency	International Assistance Evaluation Division (PRA)Global Affairs Canada
Commissioned by	Global Affairs Canada
Type of evaluation	Country program evaluation
Project period	2011-2018
Keywords	Multi-sector development assistance
Abstract	The evaluation assessed the responsiveness, effectiveness and coherence of international assistance programming in Colombia from 2011/12 to 2017/18. Its purpose was to inform decision-making and to support policy and programme improvements.

Overall, the evaluation found that Global Affairs Canada's programming was responsive to an evolving Colombian context. Some good practices were identified:

• Projects specifically targeting rural youth as a means of both strengthening local economies and incentivizing youth to remain in rural communities led to the creation of new businesses and spin-off effects.

• Associations adopted gender plans and quotas for their boards leading to greater representation of women. One project included efforts to promote "new masculinities" as a means to reduce gender-based violence.

• The ability to bring together private and public sector actors, to collaborate in new and innovative ways, was identified as a key factor for project success.

• The creation of multi-stakeholder governance structures bringing together a wide range of public and private institutions, civil society organizations, and local, territorial and indigenous governments helped to increase the participation of women, afro-Colombian and indigenous groups in decision-making processes and improved the ability of municipalities and territories to plan and execute rural development plans.

• Good practices for increasing access to educational opportunities included the development of an afro-Colombian flexible education model. The curriculum, built through the leadership of afro-Colombian teachers and community organisations, incorporated stories, tales and ancestral knowledge that reflected local culture. A flexible delivery approach enabled vulnerable youth and adults, particularly women, to receive accelerated schooling while staying in their communities.

Conclusions included:

• Significant results were achieved at a project-level across key target areas including rural education for children and youth, sustainable economic growth, and peacebuilding initiatives.

• Significant contribution to policy dialogue was achieved in areas of child protection, rural education, rural women's economic development and gender equality.

• Some projects developed good practices and innovative models to promote gender equality and women's rights.

• The evaluation identified examples of well-coordinated and complementary international assistance initiatives and collaboration across areas of mutual interest for development, diplomacy and trade sectors were identified. Such coherence was not found to be |

	systematic, however, but rather driven by external events or personal initiative.
	• There were few formal mechanisms to systematise knowledge-sharing and incentivise collaboration. The lack of integrated outward-facing communication products at country level made it difficult for external stakeholders, including government partners, other donors and civil society organisations to obtain a clear picture of Canada's overall engagement in Colombia.
Cross-cutting issues	Gender, human rights, peace, aid harmonisation.
Link to evaluation	https://www.international.gc.ca/gac-amc/publications/evaluation/2018/columbia-columbie.aspx?lang=eng

2.8 Final Evaluation Sweden Project: Women's Citizenship for Peace, Justice and Development

Evaluation	*Final Evaluation Sweden Project: Women's Citizenship for Peace, Justice and Development*
Published (year)	2018
Author/Agency	Mariana Muñoz
Commissioned by	UN Women
Type of evaluation	Final program evaluation
Project period	2014-2018
Keywords	Gender Equality
Abstract	The project's objective was to integrate the agenda of women's rights and their voice and leadership into the social and political processes of peace building, and to strengthen the transitional justice processes with a gender focus. To reach its goals, the project had six strategies: i) capacity building of the state; ii) strengthening of civil society organisations; iii) facilitating dialogue between women's organisations and the state; iv) coordination between UN Women and other international agencies to work for the same goals; v) awareness-raising on gender equality within political processes; vi) communication for a cultural transition as part of the national debate.
	The project was found to have reached most of its objectives, but a lack of political will and weak knowledge management in state entities in the territories compromised the sustainability of some of the results.
	Strengthening of technical and methodological capacities resulted in the construction of a toolbox for the reconstruction of memory and the museological guide for the implementation of the National Museum of Historical Memory with a gender perspective. The project also produced a guide for incorporating gender perspective in decisions of the Justice and Peace jurisdiction and the training of the land restitution judges.
	The economic empowerment activities were found to be of great relevance, especially as institutions prior to this had failed to be inclusive. Women developed self-esteem and confidence and strengthened their leadership abilities. These activities were found to promote cultural transformation together with the promotion of new ways of understanding masculinity.
	Working to overcome gender-based violence with a holistic approach was found to be effective and sustainable. The joint communication from women's and men's organisations managed to challenge the patriarchy.
	Among many recommendations were:
	• Advance the "territorial peace"-approach, and redirect interventions to the territories, adopting them to the different political, economic and social reality.
	• Strengthen the knowledge management strategy as a cross-cutting component of all UN Women actions.

	• Consolidating an approach to gender equality requires promoting processes that aim at cultural transformation. The actions should focus on the deconstruction of the beliefs and practices associated with traditional masculinity, which necessarily implies working with men, and with public officials at the local level.
	• Given the uncertainty of the financing of the regional development plans, PDETs, the UN Women should transfer its methodology to the "Agencia de Renovación del Territorio", thereby guaranteeing that national and local institutions have tools that allow for the inclusion of a gender perspective in planning processes in the territories.
	• Accompany the Land Restitution Unit in the implementation of the Strategy "For a 50-50 Colombia in 2030" to strengthen their capacity to work in the territories.
	• Redirect resources to accompany and strengthen the new transitional justice institutions to learn to work with a gender focus.
Cross-cutting issues	Gender Human Rights, multi-ethnicity
Link to evaluation	http://www.uneval.org/evaluation/reports/detail/11479

2.9 Mid Term Evaluation of the Programme: Overcoming Gender-Based Violence to Ensure Women's Full Enjoyment of Rights

Evaluation	Mid Term Evaluation of The Programme: Overcoming Gender-Based Violence to Ensure Women's Full Enjoyment Of Rights
Published (year)	2018
Author/Agency	En Positiva
Commissioned by	UN Women
Type of evaluation	Midterm project evaluation
Project period	2014-2017
Keywords	Gender based violence
Abstract	The objective of the programme was to reduce the prevalence of violence against women and girls in the departments of Meta and Cauca. The programme assumed that to impact decisively on the reduction of violence suffered by Colombian girls and women, structural and cultural changes were needed. In its approach, the programme addressed gender-based violence (GBV) as a complex problem requiring a holistic and transformative approach for women to enjoy physical and economic autonomy and decision-making. The evaluation found that the programme helped to address the existing gap in the implementation of the National Public Policy for Gender Equality for Women. It also contributed to improved care for victims of violence in the prioritised municipalities by improving coordination between public institutions, incorporating gender-based violence in the public management agenda with a public budget for care, and strengthening women's organisations to supervise the positioning of violence in departmental and municipal policies.
	The communication component recruited non-traditional actors to propose social and cultural transformation by rejecting gender-based violence. The programme reflected on harmful models of masculinity and worked on reshaping masculinity towards more co-responsible and non-violent forms by establishing a National Board of Masculinities for Gender Equality. The programme made a significant contribution to overcoming gender-based violence by generating information and knowledge about the phenomenon. A political empowerment component acted strategically by making locally elected representatives act in favour of gender equality, giving way to the incorporation of specific measures in the Departmental and Local Development Plans. Different national institutions adopted a total of 50 new

	measures. The added value of moving agendas in concert was of great importance.
	The programme identified relevant lessons learned, including:
	• Working to overcome GBV with a holistic approach is both possible and effective, allowing sustainability beyond a financial, programmatic or political cycle.
	• The specific accompaniments, differentiated and contextualized in municipalities and non-traditional actors, contributed to a better understanding of gender inequality, and facilitated the process of cultural change to overcome GBV.
	• The joint work of women's and men's organisations with joint public practices and positions posed a challenge to the deterministic patriarchy.
Cross-cutting issues	Gender, gender-based violence, human rights
Link to evaluation	http://www.uneval.org/evaluation/reports/detail/11480

2.10 Special Report of the Kroc Institute and the International Accompaniment Component, UN Women, Women's International Democratic Federation, and Sweden, on the Monitoring of the Gender Perspective in the Implementation of the Colombian Final Peace Accord

Evaluation	*Special Report of the Kroc Institute and the International Accompaniment Component, UN Women, Women's International Democratic Federation, and Sweden, on the Monitoring of the Gender Perspective in the Implementation of the Colombian Final Peace Accord*
Published (year)	2018
Author/Agency	Kroc Institute, UN Women and Women's International Democratic Confederation
Commissioned by	CSIVI
Type of evaluation	Peace agreement monitoring
Project period	2016-2018
Keywords	Peace and gender
Abstract	The report monitored the level of implementation of the gender aspects of the peace agreement between 2016 and 2018. As technical support to the International Verification Component, the Kroc Institute developed a matrix to monitor the implementation of the Final Agreement. The matrix includes 578 stipulations of which 130 have a gender perspective. The analysis revealed that as of June 2018, half of the commitments had not been initiated; and more than a third were barely implemented. Only five stipulations had been fully implemented: i) Creation of a Special High Level Forum for the Implementation of the Gender Perspective Approach made up of eight representatives of Colombian women's organisations; ii) International Accompaniment monitoring the implementation of the gender perspective approach; iii) confirmation of the 11 commissioners of the Truth, Coexistence, and Non-Recurrence Commission, of which five are women; iv) an assessment with a gender-based approach that identifies obstacles faced by the most vulnerable populations, including women, in the exercise of the right to vote; v) inclusion and compliance with the rules of the ceasefire and the laying down of arms.
	There was a significant gap between the commitments with a gender perspective that have not been initiated and the proportion of overall commitments in the Agreement that had not been initiated.
	• Some themes were considered by the report to be of the utmost importance to ensure quality of the peace and to avoid eventual negative cascading effects in the implementation process, e.g.

	- Implementation of comprehensive rural reform and a solution to the problem of illicit drugs;
	- implementation of measures for women's participation in the implementation of the Agreement and in peacebuilding;
	- implementation of security and protection guarantees with a gender perspective;
	- implementation of measures with a gender perspective in the reincorporation process.
	The report noted that it is important to find solutions to gaps in these areas to advance implementation and achieve peace of the highest quality. The evidence showed that the direct and significant participation of women in peace processes—as mediators, as negotiators, and as implementers—is instrumental in generating lasting and transformative peace.
Cross-cutting issues	Gender and peace
Link to evaluation	https://kroc.nd.edu/assets/297624/181113_gender_report_final.pdf

2.11 Terminal evaluation of Development of National Capacity for the Environmentally Sound Management and Disposal of Polychlorinated Biphenyls in Colombia

Evaluation	*Terminal evaluation of Development of National Capacity for the Environmentally Sound Management and Disposal of PCBs in Colombia*
Published (year)	2018
Author/Agency	Global Environment Fund (GEF)
Commissioned by	UNDP-GEF
Type of evaluation	Final programme evaluation
Project period	2013-2018
Keywords	Environment, waste management, Persistent Organic Pollutants
Abstract	The evaluation covered a period from April 2013 to June 2018. The scope of the evaluation was to analyse the project, from its design stage to its closure, including its achievements, results and impacts.
	The objective of the project was to protect human health and the environment locally as well as globally from threats arising from unsound Polychlorinated Biphenyls (PCBs) management in Colombia. This was to be achieved through i) strengthening of the legal, administrative and regulatory framework for the management of PCBs; 2) development of national capacity for environmentally sound management and disposal of PCBs, and 3) environmentally sound management and disposal of PCBs through demonstration projects.
	The evaluation found that the general results of the project were good. There were especially two main results that were found to have an impact in the medium term:
	- The creation of guidelines and technical guides elaboration for PCBs management (grouped in the Manual), and the wide dissemination and adoption by the electronic sector (through training of almost 2,000 people).
	- The development of national infrastructure for the chemical elimination of PCBs.
	There were two key factors that contributed to the success: 1) the consistency of the coordination between the project and the UNDP Country Office; and 2) the committed participation of companies from the electronic sector in the implementation of the measures.
	Recommendations included inter alia:

	• Strengthen the enforcement capacities, with penalties proportional to the potential damage due to non-compliance.
	• Specific attention should be given to solving the elimination of PCBs of small holders.
	• Closer coordination between relevant authorities and the implementing ministry to improve surveillance, as well as maintaining the critical mass of personnel trained within the project, so that their knowledge and experience permeate more into the responsible ministry in addition to the entire system.
	• Draw up a National Plan for the Management of PCBs throughout the country, combining the experience gained in this project, particularly strengthening actions towards the natural owners of electrical equipment (third parties).
Cross-cutting issues	Environment
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/9984

3 Evaluations published in 2017

3.1 Evaluation of the National Petroleum Agency's "Territorial Petroleum Strategy"

Evaluation	*Estrategia Territorial de Hidrocarburos Agencia Nacional de Hidrocarburos*
Published (year)	2017
Author/Agency	UNDP
Commissioned by	UNDP
Type of evaluation	Midterm Strategic evaluation
Project period	2015-2019
Keywords	Conflict mitigation between oil companies and population around oil extraction activities (environment, human rights, gender, land use)
Abstract	Colombia has a long history of petroleum exploitation that dates from the beginning of the last century. In parallel with the income generation it has created, there have been substantial local socio-environmental conflicts. To mitigate these conflicts, the National Petroleum Agency established the "Territorial Petroleum Strategy 2015-2019. This evaluation was carried out midway in the implementation of the strategy to identify progress, strengths and weaknesses.

The strategy was divided into four programmes: ADVANCE, seeking "citizen participation through the implementation of democratic dialogue processes between community, industry and governments, where actions that strengthen the territory and promote its development are carried out"; LEADERSHIP that aimed to "strengthen and generate capacities in the actors to improve understanding of the oil sector and the relationship with other actors that interact in the territory"; CONVIVE that "generates tools for the prevention and care of social conflicts with the interest of transforming conflicting relationships through consultation, participation and social inclusion"; and ACTIONS that are "initiatives in the territory aimed at building trust, contributing to the transformation of social conflict and promoting articulation between local, regional and national actors".

The evaluation did not identify many visible effects of the implementation of the strategy at local level.

Among the findings of the evaluation were:

• The strategy was effective in bringing the State closer to the regions. A direct dialogue was established between communities and relevant institutions at the central level. |

	• In several regions, the early warning systems did function properly, and efforts had to be made to mitigate conflicts. • Labour issues were found to be the main concern of the communities. • The programme for creating alternative actions, "ACTIONS", was the most requested by the communities. In municipalities where "ACTIONS" was carried out the conflict was found to decrease. • UNDP had positioned itself as a neutral organisation that provided confidence and security to the participating actors. • Dialogue worked as a key tool for resolving conflicts. • People who were interviewed had higher or different expectations to what the strategy would deliver than what was the case. However, there was a general interest among all the actors involved at local level to continue working within the strategy. Some of the recommendations were: • Actors should to work closer together, and multi-stakeholder teams at local level should be established. • Petroleum companies should establish a negotiating table where the transport companies and other sectors of the petroleum industry would participate together with the national government to build consensus and facilitate negotiations in the regions. • In the future, a more equal participation of different inhabitants should take place, allowing participation of both men and women as well as people belonging to different ethnic groups.
Cross-cutting issues	Peace
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8115

3.2 Final Evaluation of the "Growing Together" program

Evaluation	*Final Evaluation of the "Growing Together" program*
Published (year)	2017
Author/Agency	Pontificia Universidad Javeriana Seccional Cali
Commissioned by	UNDP, financed by Embassy of Canada
Type of evaluation	Final Programme evaluation
Project period	2010-2017
Keywords	Peace building and Youth employment
Abstract	The "Growing Together" programme sought to develop interventions to provide opportunities for 23,000 vulnerable young people, their families and their communities in nine municipalities hard hit by the conflict in the Department of Nariño. The project came into being after a baseline study showed the potential youth could have in developing their own life if they were provided with opportunities in areas where only illegal options appeared to exist. The objective was for these youth to escape armed conflict, illicit economy, violence and poverty, and to generate opportunities for a lawful and sustainable life. The project sought to train and support youth to become active social actors to generate peace, social change, and respect for human rights. Further, it provided support to income generating activities, trained public servants to promote and respect human rights, and sought to insert strategies into public policies to prevent young people from being recruited by illegal armed forces. The evaluation found that participants of the programme considered it an opportunity for social transformation, especially oriented towards youth leadership, development of productive initiatives for the economic strengthening of the community, and enhancement of relationships based on gender equity. The families that participated in the programme perceived that the programme allowed them to become strengthened, increase their

	participation in society, and increase their social recognition. From the perspective of community leaders and institutions, the programme represented contributions for social inclusion where it was possible to enhance the development of young people in direct benefit to their communities and their families. The youth and their families felt that the programme had generated a variety of ways for them to protect them from making illicit life choices. That young people may realise themselves, improve their income and contribute to their family economy, was considered a fertile ground to generate social mobilisation.
	The evaluation found sufficient evidence to conclude that the programme was an important reference in the country as a model of social transformation that contributed to the construction of peace with a territorial approach. The participants in the programme suggested that the programme be replicated in other places in the country as a model for social change in high-risk territories marked by armed conflict.
Cross-cutting issues	Employment, peace
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/9378

3.3 Final Evaluation Resilient Caqueta Project and Peacebuilding

Evaluation	*Final Evaluation Resilient Caqueta Project and Peacebuilding*
Published (year)	2017
Author/Agency	Link Consultoria y Desarrollo SAS
Commissioned by	UNDP with funding from EU
Type of evaluation	Final project evaluation
Project period	2014-2017
Keywords	Peace-building through strengthening income generation for conflict affected families
Abstract	The objective of the project was to "Increase resilience of populations and institutions of 7 Municipalities of Caquetá to face the challenges of peace-building, reversing the impacts of armed conflict and environmental degradation, with respect to regional, ethnic and population identities". The direct recipients were 851 households in a region highly affected by the armed conflict that has had an important presence of the FARC-EP for many years, and where the population has been forcefully displaced, confined and threatened, and where leaders have been assassinated, minors have been recruited, and there is illegal mining, extortion and drug trafficking. The project had four components: i) productivity and socio-economic inclusion, ii) technical capacity building of local producers, iii) non-violent transformation of conflict, iv) strengthening of public management to implement the identified priorities for peace building and development.
	Examining the achievements of the different components of the project, the evaluation found that the Resilient Caquetá Project contributed to the construction of peace in Colombia, promoting territorial conditions from a perspective of sustainable human development with a rights-based approach, as stated in the objective general.
	The evaluation further found that the productive and socio-economic inclusion processes contributed to strengthening the productive organisations of the territory, both in technical and administrative and accounting aspects, which allowed them to expand their base of associates, improve their productive and commercial capacity and their level of negotiation with the associations.
	The support to territorial processes was found by the evaluation to be successful in promoting meetings between actors that in other circumstances would not have collaborated. In this territory with so much polarisation and division, the project succeeded in establishing strategic

documents and territorial agendas that provide guidelines to the development of the region. Other areas of value included the consolidation of the public policy of the indigenous peoples of Caquetá for processes that strengthened the indigenous organisation and their capacity for dialogue with other actors. Working with public institutions and strengthening of public management were found to need further strengthening or a reorientation of approach to achieve greater effects. The environmental axis was also found to need strengthening. The gender approach in the project was addressed via the organisation of workshops, seminars and meeting spaces. This contributed to raising awareness and increase reflection about changes that are required to transform traditional power structures; however, they did not have a sufficient level of impact to make such changes effective.

The evaluation recommended that there should be a continued focus on strengthening public institutions to better fulfil their functions and strengthen their ties with communities and organisations.

Cross-cutting issues	Human rights, gender
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/9258

3.4 Protracted Relief and Recovery Operation

Evaluation	*Protracted Relief and Recovery Operation*
Published (year)	2017
Author/Agency	Econometría S.A.
Commissioned by	WFP
Type of evaluation	Midterm program evaluation
Project period	2015-2017
Keywords	Emergency relief and Food security
Abstract	The evaluation of the "Protracted Relief and Recovery Operation" implemented by WFP aimed at identifying best practices and lessons learned to enable informed decisions on the implementation of cost-effective and efficient activities, contributing to capacity development, livelihoods and resilience building by displaced families and communities. The project was implemented in 137 municipalities of 11 departments between June 2015 and March 2017, and aimed at improving the diet for internally displaced people and rebuild their livelihoods, with an emphasis on the resilience of communities and the empowerment of women and ethnic groups. Around 10% of Colombia's population has humanitarian needs, and half of these need support to overcome their food and nutritional security needs. Regarding women's rights, important gender gaps persist and there is a high level of gender-based violence.

The evaluation found that the project reduced the number of households with low nutrition levels, even though changing food habits was found to be difficult for many.

According to the report, the 81 implementing partners were performing well, but they were uncertain about how "gender differentiation" would be carried out in practice. In terms of efficiency, the evaluation found that distributing vouchers was more costly for WFP than distributing food-baskets, however, the beneficiaries preferred vouchers that allowed them to choose the food themselves. The distribution of vouchers required transparency, and hence the presence of actors from different levels of the delivery chain, making this choice slightly more costly per family than the food-basket. On the few occasions where there were agreements with local producer associations, these associations experienced positive development from participating in the project.

The evaluation concluded that the project was relevant, and areas were well selected. There were some opportunities for improvement in terms of

	control mechanisms, the implementation of the gender approach and the nutrition training of beneficiaries, as well as in the knowledge management within the WFP operation.
Cross-cutting issues	Food security, gender
Link to evaluation	http://www.uneval.org/evaluation/reports/detail/8039

3.5 Gender equality strategy of the "Long Live Education"-programme

Evaluation	*Viva la educación - Estratégica de Igualdad de genero*
Published (year)	2017
Author/Agency	Save the Children Norway, Save the children Canada, and Norwegian Refugee Council
Commissioned by	Save the Children
Type of evaluation	Internal strategic review
Project period	2017
Keywords	Gender in education
Abstract	The gender strategy of Save the Children in Colombia aimed to positively change social norms, roles and practices based on gender discrimination to promote more equal, democratic, respectful and mutually valued relationships between girls, boys, teachers, educational authorities, community, fathers and mothers in 24 communities in Cauca, Nariño and Caquetá. The strategy supported the implementation of the following three laws: The Promotion of sexual and reproductive human rights; Prevention of and attention to gender-based violence; and the Promotion of Equality in Education. Despite the existence of these laws, there were strong forces within the educational system that oppose or ignore the inclusion of these topics in the curricula. The review of the implementation of the strategy came to the following conclusions: • The consolidation of peace in Colombia demands the existence of educational environments that favour, promote and guarantee the exercise of the human rights of girls and boys in equal conditions and opportunities. • From a gender equality and intercultural perspective, it was not possible to develop a single and unique strategy that responded to all populations. The different problems in each community required specific approaches. • Gender inequality cannot be addressed in isolation since it is closely linked to the lives and relations of the youth. The use of own cultural knowledge and practices and intercultural approach allowed increased awareness and sensitivity, promoting common learning and commitments for the promotion of citizen respect and social inclusion. • Community training in gender equality contributed to the transformation of discriminatory gender norms. • The school curriculum and institutional improvement plans based on the achievement of competences for sexual education and civic education allowed the promotion of children's rights, and at the same time prevent and respond to gender violence. • The active participation of girls and boys, family and communities in transformative gender strategies favoured the eradication of gender barriers. • The links with the school authorities in the training and awareness processes on gender equality issues were key to achieve political will for change, not only at the management level, but at the level of the school culture.

Cross-cutting issues	Gender, education.
Link to evaluation	https://www.reddbarna.no/Media/9_Sistematizacion-Estrategia-de-Igualdad-de-Geenero.pdf

3.6 Mid-term evaluation: Conservation and sustainable use of biological diversity in dry ecosystems to ensure the flow of ecosystem services and mitigate deforestation and desertification processes

Evaluation	*Evaluación de medio término: Conservación y uso sostenible de la diversidad biológica en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación*
Published (year)	2017
Author/Agency	Global Environment Fund (GEF)
Commissioned by	UNDP-GEF
Type of evaluation	Mid-term evaluation
Project period	2014-2017
Keywords	Biodiversity for mitigation of deforestation and desertification
Abstract	The project "Sustainable use and conservation of biodiversity in dry ecosystems to guarantee the flow of ecosystem services and mitigate deforestation and desertification processes" operated in the Caribbean region and the Andean Valley of the Magdalena River. The project aimed at building the capacity of the local conservation institutions with Geographic Information Systems (GIS). The evaluation found high degree of ownership to the project among those who had received the training. Despite intense training, the evaluation found that the relevant skills at the institutions were still rather weak at the end of the project period. The project had defined two corridors for conservation, but the areas had still not received status as protected by the time the project ended. The conclusions included, inter alia: • While UNDP is an international organisation that provides technical knowledge in many areas for project execution, it also depends on the experience and knowledge of highly qualified national institutions to achieve project results, which in turn represents a challenge in terms of project design and synergies in the territories. • There was high understanding at local level (authorities, communities and individuals) of what the dry forest means, its characteristics and dynamics that were not evident, appreciated and much less respected prior to the project. • UNDP was well positioned to implement this project given its attention to food security, environment and peace programmes, as well as strategic alliances in education and training which have facilitated the territorial strategy that takes into account the complexities of the project areas and the limitation of resources. • There was a low level of information and knowledge about the state of biological diversity of dry forests, and the project provided a lot of up-to-date information on biodiversity, ecosystem services and social and institutional dynamics that allow territorial actors to make decisions regarding the preservation and management of these ecosystems.
Cross-cutting issues	Forest management
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/11239

4 Evaluations published in 2016

4.1 Evaluating the Effectiveness of PRM-Supported Programs to Build the Capacity of Colombian Municipal Authorities to Assist Internally Displaced Persons

Evaluation	Evaluating the Effectiveness of PRM-Supported Programs to Build the Capacity of Colombian Municipal Authorities to Assist Internally Displaced Persons
Published (year)	2016
Author/Agency	DevTech Systems
Commissioned by	Bureau of Population, Refugees and Migration (PRM), U.S. Department of State
Type of evaluation	External evaluation of effectiveness of three NGO programmes
Project period	2012-2015
Keywords	Resettlement of internally displaced people into municipalities
Abstract	Three NGOs, Global Communities, International Relief and Development, and Mercy Corps, implemented training and technical assistance programmes focused on building the capacity of municipal and departmental authorities and Internally Displaced Persons (IDPs), to promote the implementation of the Victims' Law. While Colombia had many laws and regulations on internal displacement, the Victim's Law was a complex and ambitious law that had only been enacted shortly before the NGOs' programmes were initiated. The evaluation found that the NGOs employed a number of best practices, such as: • Utilising training, direct technical assistance, and development of guidance tools in capacity building of government officials and IDPs that were more process-oriented and going more in-depth than those of other actors. • Avoiding overlap in the assistance provided to IDPs by referring IDPs to relevant local (municipal or departmental) services in mental health, education, and health. • In-person guidance and advice to from IDPs to new IDPs was provided thanks to training and payment to IDPs from the Municipal Participation Committees (MPCs). • IDPs received psychosocial assistance themselves as well as training sessions in counselling support that they applied in sessions with adult family members, friends, and neighbours. The programme was found to be in line with international best practice. • The three NGOs used pre-tests and post-tests to measure the indicators of their programmes in terms of changes in knowledge, skills, attitudes, and/or mental health. The use of these tools in programming and reporting is a good practice (however each NGO used different tools). • Insofar as NGOs were acting on behalf of the municipalities in delivering Immediate Humanitarian Assistance, the municipal response improved as the response was more timely and effective than what the government offered. The high turnover of responsible staff in the municipalities was to a certain extent mitigated by the NGOs' guidance.
Cross-cutting issues	IDP settlement, humanitarian assistance, Human Rights
Link to evaluation	https://www.state.gov/wp-content/uploads/2019/03/PRM-Colombia-IDPs-Evaluation-Final-Report.pdf

4.2 External Assessment of the UNHCR - UNDP Joint Program "Transitional Solutions Initiative (TSI)"

Evaluation	External Assessment of the UNHCR - UNDP Joint Program "Transitional Solutions Initiative (TSI)"
Published (year)	2016
Author/Agency	Econometria consultores
Commissioned by	UNHCR-UNDP
Type of evaluation	Program evaluation
Project period	2012-2015
Keywords	Resettlement of IDPs
Abstract	The Transitional Solutions Initiative (TSI) was established as a pilot experiment executed by UNHCR and UNDP between 2012 and 2015 to overcome vulnerability and reach sustainable solutions for the displaced population. The objective was to influence the design of public policy for the IDP population. The programme addressed bottlenecks identified by the communities that generated barriers to move towards a sustainable solution, and was carried out in 17 communities, 3 of which constituted cases of returns, 5 of relocation and 9 of urban local integration. There were two main objectives: • To strengthen the prioritised communities, local and national authorities in the transition towards solutions of the displaced population in scenarios of return, relocation and urban local integration. • To support the development of a comprehensive public policy of solutions with a community and protection approach. The evaluation's findings and lessons learned included, among other: • The different IDP categories of returnees, relocated IDPs, and those who integrate in urban locations had separate problems and challenges. • Inter-institutional efforts must have clear management and division of roles, avoiding duplication of efforts and maximising each institution's capacities. • Urban local integration constitutes a sustainable solution if structural interventions are developed. These cases are often very complex and require national efforts. • Psychosocial support should be part of the empowering of the displaced populations. • There must be a differential approach in indigenous communities based on deep respect for their identity and governance systems, recognition of their authority and customs. • Flexibility is a working principle, in which there must be capacity to adapt the methodologies to be applicable according to the community and the reality in which it stands.
Cross-cutting issues	Human Rights, Humanitarian aid, Resettlement of IDPs
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8771

4.3 Midterm review of the education model

Evaluation	Sistematización del modelo de educación
Published (year)	2016
Author/Agency	Save the Children Norway and Norwegian Refugee Council
Commissioned by	Save the Children
Type of evaluation	Internal strategic midterm review
Project period	2013-2015
Keywords	Education of children at risk
Abstract	The review assessed one element within a larger education programme that had the objective to provide quality education to 120,000 conflict affected children in 67 schools in 21 municipalities in Cauca and Nariño between 2013-2018. The review described a model to enhance the educational quality through improving the way the schools made use of the public school management tool PMI (institutional improvement plan - Plan de Mejoramiento Institucional). This tool comprised three steps: institutional self-evaluation; elaboration of the improvement plan; and follow up of the improvement implementation. In most schools, the plan only concerned the headmaster and a few teachers who normally gave themselves high scores in the self-evaluation, thereby closing the opportunity to identify areas of improvement. To increase the quality of the education, Save the Children wanted to turn the PMI into an inclusive, participatory process for the entire "educational community" consisting of the headmaster, teachers, students, parents and community leaders in the educational planning process. The process opened up for an inclusive participation where people sat together and discussed strengths, weaknesses, threats and opportunities with the local school and school's system, and used this as a point of departure to suggest improvements. Save the Children promoted an active follow up of the PMI from the education secretaries (Secretarias de Educations – SED) who could then provide feedback between the micro level of the individual schools and the educational plans at macro level. Save the Children identified seven elements that that should be included in the process in order to be successful: • Empowerment of the teachers to become responsible for an education based on inclusive education and children's rights. • Preparation for behaviour competence and change management through strengthening internal relations and focusing on barriers to quality education. • Awareness-raising on the existence of and collective use of the educational sector management instruments. • Participatory processes to undertake self-evaluation and develop an improvement plan. • Strengthening of the school governance through capacity building of democratic institutions like school board and students' council. • Designing of pedagogic projects to implement the institutional improvement plan. • Creating links between the PMI at school level and the educational plans of the educational secretary
Cross-cutting issues	Education, conflict affected youth, gender
Link to evaluation	https://www.reddbarna.no/Media/4_Sistematizacio-Modelo.pdf

5 Evaluations published in 2015

5.1 Supplier Development Program

Evaluation	Supplier Development Program
Published (year)	2015
Author/Agency	Juan Camilo Montes Pineda
Commissioned by	UNDP
Type of evaluation	Midterm project evaluation
Project period	2013
Keywords	Private marked development, employment, poverty reduction
Abstract	The UNDP developed the Supplier Development Program since 2012 in Colombia. This was an initiative that sought to integrate supply networks into commercial flows to improve the productivity of its companies. The programme started in Mexico and was later implemented in El Salvador. In Colombia it was adapted to the realities on the ground, seeking to strengthen the productive capacities of the poor and vulnerable. The programme worked with the microenterprises to improve their levels of productivity and competitiveness, making it easier to chain with larger-scale clients to generate shared value and reconcile growth. It worked to develop supplier chains, promoting the creation of vertical and horizontal networks of companies to improve the ability to respond to orders, increase the quality of products and services, and reduce the transaction costs. The programme had six steps: identification of participating suppliers; diagnostics of shortcomings; interaction between supplier and clients; development of plans for improvement; implementation; and validation. 77 companies from seven cities participated, and 72 concluded the process. The evaluation found that 70% of the participating suppliers increased their sales, while 23% experienced reduced sales. The companies at the beginning of the delivery chain experienced the largest increases. 33% of the participating suppliers confirmed that the project had contributed to a more stable situation for the employees in the company and 11% said they could pay better salaries to their employees. The single action that helped most companies was to learn to keep simple daily accounts. Physical presentation of products to clients came as the second most important action. The participants lacked the participation of local administration in the programme and closer technical follow up by the programme advisors. The large majority of suppliers would have liked the project to continue in order for the results to be more sustainable. The evaluation recommended to establish supplier networks and closer links to the local administrations, and to allow more time for participants who needed more time to become acquainted with the new modalities.
Cross-cutting issues	Private sector development, employment, poverty
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7734

5.2 Evaluation of market access and food security in the central region

Evaluation	Evaluation of market access and food security in the central region
Published (year)	2015
Author/Agency	Oxfam GB
Commissioned by	Oxfam Colombia
Type of evaluation	Effectiveness review
Project period	2003-2013
Keywords	Food security
Abstract	Oxfam GB's Global Performance Framework selected a small number of completed projects each year for an impact evaluation known as an "Effectiveness Review". The project under review started in 2003 to increase market access and income among smallholder producers in the Central Region of Colombia. The aim was to provide rural producers with a forum to sell directly to consumers, so as to support producers' livelihoods by increasing their power in markets while also building understanding and awareness among urban consumers about the issues facing rural producers. The evaluation found that the project participants had taken up the various new production and marketing practices encouraged under the project – selling directly to consumers, setting specific prices for products, classifying products by quality, producing organic products, and engaging in barter with other producers – at much greater rates than the non-participants. The higher prices gained by the project participants may have been a direct result of the increased prices available in the farmers' markets, or they may have been be due to the project participants having improved negotiation skills when selling through other channels, or they may have been be due to the project participants having increased the quality of the products they are selling – or a combination of all three factors. Overall, the evaluation concluded that the opportunities presented by the project had a significant, positive effect on producers' livelihoods. It provided evidence that the new marketing channels, which cut out intermediaries, and the related support provided to producers under this project led to a significant improvement in household income. The report notes that these results could be used for advocacy to enlarge the Farmers' Market in Bogota and other cities.
Cross-cutting issues	Food security
Link to evaluation	https://policy-practice.oxfam.org.uk/publications/livelihoods-in-colombia-evaluation-of-market-access-and-food-security-in-the-ce-347363

5.3 Multifunctional protection strategy for indigenous and Afro-Colombian populations in situation or at risk of displacement with emphasis on youth and women affected by GBV and SGBV

Evaluation	Multifunctional protection strategy for indigenous and afro Colombian populations in situation or at risk of displacement with emphasis on youth and women affected by GBV and SGBV
Published (year)	2015
Author/Agency	Irene Rodríguez Martínez
Commissioned by	UNDP
Type of evaluation	Project evaluation
Project period	2014
Keywords	Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development
Abstract	The project was a short-term project implemented during the last six months of 2014 by UNDP, UN Women, UNPFA and UNICEF through the UN Central Emergency Response Fund (CERF). The project was implemented in a context where a gender perspective was not integrated into humanitarian response, and as such was an important pioneering effort. The main purpose of the project was to protect indigenous and Afro-Colombian women and youth who were displaced in Chocó and Nariño at risk of gender-based violence. The project was a complement to the humanitarian assistance provided. It strengthened community mechanisms for emergency response and self-protection through a comprehensive psychosocial care strategy that included support to livelihood-activities. The project constructed temporary community spaces and supported the local ethnic authorities to provide psychosocial care for victims of gender-based violence, focusing on the health sector, security forces and justice operators. The project focused on specific early recovery activities such as livelihood, community infrastructure, and resilience. Activities were carried out by local partners with long experience and presence in the field. These implementing partners were found to be flexible and able to adapt their responses to fit with different needs of each community. In turn, this led to local ownership of the intervention that again was identified as an important success factor of the project. The project was found to be an important Do No Harm activity that complemented the humanitarian response. The evaluation found that "Early Recovery" had an effect through principles such as the strengthening of assets (social, cultural, productive), the coordination and generation of alliances, intersectoral and multisectoral work approaches, institutional / organisational appropriation operating in favour of reducing the vulnerabilities, threats and risks of displaced populations, in particular women and youth. The evaluation found that the project had identified a constructive way to tackle gender-based violence in the middle of a situation of crisis. A crucial factor was that the project managed to separate protection needs of victims of gender-based violence from the context of emergency or crisis caused by the conflict. This was important because gender-based discrimination is structural and not only a consequence of conflict. Therefore, the culture that allows gender-based violence to happen must be transformed to break the vicious circle. The evaluation concluded that humanitarian recovery alone can never ensure the structural changes needed to overcome the embedded gender inequalities identified by the programme. The evaluation recommended that all humanitarian interventions identify practical and strategic gender needs from the planning process. If not, chances are high that the interventions will contribute to upholding the discriminatory and victimizing inequalities. The evaluation concluded that a gender perspective and early recovery of victims of gender-based violence should become integral complements to *all* humanitarian aid in Colombia.

Cross-cutting issues	Gender based violence
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7701

5.4 Incorporation of traditional knowledge associated to agrobiodiversity in Colombian agroecosystems

Evaluation	Incorporation of traditional knowledge associated to agrobiodiversity in Colombian agroecosystems
Published (year)	2015
Author/Agency	Independent consultant
Commissioned by	UNDP
Type of evaluation	Final evaluation project
Project period	2010-2015
Keywords	Traditional agriculture, food security
Abstract	The project objective was to ensure that sustainable Colombian agro-ecosystems were preserved through the protection and management of agricultural biodiversity and traditional knowledge. The project aimed at harmonising policies to promote conservation of biodiversity. The evaluation found that the effectiveness and sustainability of the project were very satisfactory. The results of the demonstration activities were found to have a high probability of being replicated at low cost in the same areas as the pilot projects or outside. In the demonstration projects there was an increase of families that incorporated traditional knowledge and practices compatible with the conservation of ecosystems in the production. The project contributed to the development of institutional capacities by training 118 persons, generating strategies and mechanisms for knowledge management for the documentation, dissemination and transmission of the traditional knowledge. Although not adopted during the period of the project, the project had an impact on the formulation of a National Policy for Integrated Management of Biodiversity and Ecosystem Services, and in the modification of rules such as the Resolution 970 of 2012 of the Colombian Agricultural Institute (ICA) with respect to the seed handling, ensuring the institutional sustainability of the results on the valuation of the agro-biodiversity and traditional knowledge and their protection through policy and regulatory instruments. The evaluation concluded that the project was a model of coexistence and tolerance where management mechanisms were shared between local institutions, communities and their organisations, generating effective economic models for the sustainable and strategic use of ecosystems. When it comes to the challenges, the project cycle was found to be too short for the planned adaptation of the public policy. Moreover, the project cycle was too different from the cycle of the implementing Ministry, causing significant delays at the start-up of the project. Further, it was very difficult for the implementing partners to adhere to the UN agencies' guidelines for procurement etc. in the remote areas where the project was piloted. This obstacle was solved by entering into a system of small grants for local farmers administered through letters of agreements with local organisations. The project had planned that some product could be certified as agro-bio-diverse products, but there was neither time, budget, nor required knowledge available to achieve this.
Cross-cutting issues	Traditional agriculture and food security
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8762

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