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Swiss Confederation

Federal Department of Foreign Affairs FDFA  
**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

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. The Global Programmes Water and Climate Change & Environment work worldwide to promote a globalisation conducive to development.

## 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.

<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.

3

## 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.

## 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

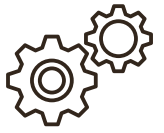
Joint complementary measure between SDC Global Programme Climate Change and Environment and SECO:

- 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.









# 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.



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**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_ARL_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_ARL_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.</p> <p>(+) The state response to new victims of the armed violence and new protection and humanitarian issues.</p> <p>(–) 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\_ARL\_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\_ARL\_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\_ARL\_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><b>(4) Lines of intervention (Swiss programme)</b></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>
	<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>

**(4) Lines of intervention (Swiss programme)**

**Lines of intervention**

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 to local empowerment, entrepreneurship and multi-stakeholder partnerships
- Sharing and applying 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
- 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)

#### 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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### Sources

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