



HISTORIC IMPACT CAPITALISATION OF SDC'S BILATERAL COOPERATION IN LATIN AMERICA AND THE CARIBBEAN

MULTI

SUMMARY META-ANALYSIS AND CAPITALIZATION REPORT

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LIST OF ACRONYMS

ABDS	Bolivian Association for Sustainable Development
ACTAF	Association of Agricultural and Forestry Technicians
ADPG	Association of Guava Producers
AICS	Italian Agency for Cooperation and Development
AMA	Environmental Agency
ANA	National Authority for Water
ANEC	National Association of Economists
APCI	Agency for International Cooperation
APMT	Plurinational Authority of Mother Earth
SIDA	Swedish International Development Cooperation Agency
ASECs	Assembly of Communal Sections
BDP	Productive Development Bank
CABEI	Central American Bank for Economic Integration
CAFTA-DR	Dominican Republic-Central America Free Trade Agreement
CANATURH	National Chamber of Tourism of Honduras
CAPS	Drinking Water and Sanitation Committees
CASECs	Communal Section Administrative Council
CCA	Climate Change Agreement
CCAD	Central American Commission for Environment and Development
CCIS	Southern Chamber of Commerce and Industry
CCRD	Dipilto River Basin Committee
CdC	Basin Committee
CENESEX	National Centre for Sex Education
CFV	Félix Varela Centre
CHH	Chocolates Halba
CHICO	Honduran Chamber of the Construction Industry
CIERIC	Community Initiative Exchange and Reference Centre
CIPCA	Centre for Research and Promotion of Peasantry
CITMA	Ministry of Science, Technology and Environment
CNRH	National Water Resources Commission
CONEANFO	National Commission for the Development of Alternative Non-Formal Education
COPRAVPAB	Coordination of Peasant Organizations of the Cul-de-Sac Plain Valley
CP	Country program
CSOs	Civil Society Organisations
CTS	University Chair “Science, Technology, Society and Innovation
CUBASOLAR	Cuban Society for the Promotion of Renewable Energy Sources
CURC	Centro Universitario Regional del Centro
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DC	Development Cooperation
DDR	Disaster Risk Reduction
DEH	Directorate for Development and Humanitarian Aid
DICTA	Directorate of Agricultural Science and Technology

DIGEPESCA	General Directorate of Fisheries and Aquaculture
DLG	Decentralization and Local Governance
DRI	Integrated rural development
DRR	Disaster Risk Reduction
DRU	Rural Development Group
DWS	Drinking water and sanitation
ENACAL	Nicaraguan Water and Sewage Company
ENDESA	Nicaraguan Demographic and Health Survey
EPA	Drinking water and sewerage
ERSAPS	Regulatory Body for Drinking Water and Sewerage Services
EU	European Union
FENACA	National Federation of Communal Administrative Councils of Haiti
FENAMH	National Federation of Elected Municipal Officials of Haiti
FHIA	Honduran Agricultural Research Foundation
FISE	Fund for Social Investment for Emergency
FLACSO	Latin American Faculty of Social Sciences
FMC	Federation of Cuban Women
FNG	Nicolás Guillen Foundation
FOES	Ecuadorian-Swiss Countervalue Fund
FOs	Farmer Organisations
FTA	Free trade agreement
GAIOC	Autonomous Indigenous and Native Peasant Autonomous Government
GAM	Autonomous Municipal Government
GFA	GFA Consulting Group GmbH
GIA	Integrated Water Management
GNI	Gross National Income
GruS	Bolivian Development Partners Group
HA	Humanitarian Aid
HFA	Hyogo Framework for Action 2005-2015
HIC	Historic Impact Capitalisation
HRWS	Human Rights Approach to Water and Sanitation
ICF	Forest Conservation Institute
IDB	Inter-American Development Bank
IEG	Independent Evaluation Group (World Bank)
IGT	Institute of Tropical Geography
IMF	International Monetary Fund
INA	National Agrarian Institute
INAFOR	National Forestry Institute
INATEC	National Technical Institute
INCA	National Institute of Agricultural Sciences
INETER	Nicaraguan Institute for Territorial Studies
INFOP	Vocational Training Institute
INIAF	National Institute of Agricultural and Forestry Innovation
INIE	National Institute of Economic Research of the Ministry of Economy and Planning
INFOM	Nicaraguan Institute for Municipal Development

INTA	National Institute of Agricultural Technology
IPS	Inter Press Service
IWRM	Integrated Water Resources Management
IZA	Swiss international cooperation
JAAPS	Water Management Boards
JRC	Joint Research Centre of the European Union
LAC	Latin America and the Caribbean
LED	Local Economic Development
LG	Local governments
LRRD	Linking Relief, Rehabilitation and Development
M&E	Monitoring and Evaluation
MACCIH	Support Mission against Corruption and Impunity in Honduras
MAG	Nicaraguan Ministry of Agriculture
MARENA	Ministry of Environment and Natural Resources
MASTA	Organisation Muskitia Asla Takanka
MDBA	Market-based development approaches
MDRyT	Ministry of Rural Development and Lands
MEFCCA	Ministry of the Family, Community, Cooperative and Associative Economy
MEP	Ministry of Economy and Planning
MES	Ministry of Higher Education
MfDR	Managing for Development Results
MiAmbiente	Secretariat of Natural Resources and Environment
MIMAT	Mairin Indian Miskitu Asla Takanka
MINAG	Ministry of Agriculture
MINED	Ministry of Education
MINSA	Ministry of Health
MIREX	Foreign Ministry
MMaYA	Ministry of Environment and Water
MRTA	Túpac Amaru Revolutionary Movement
MSME	Micro, small and medium-sized enterprises
NGO	Non-governmental organization
OAR	Oscar A. Romero Centre
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PA	Afroatenas Project
PAAF	Action Plan for Family Farming
PAGRICC	Environmental, Risk Management, and Climate Change Adaptation Program
PAM	Performance Assessment Matrix
PARDN	Action plan for national recovery and development
PCD	Community Development Plan
PDHL	Local Human Development Project
PGLIM	Program Local Governance and Municipal Investments
PIAACC	Applied Research Programme for Adaptation to Climate Change
PIC	Continuous Innovation Programme
PND0	National Operational Development Plan

PNIA	National Agricultural Investment Plan
PNPPS	National Policy for Social Protection and Promotion
PP	Palomas Project
PQ	Quisicuba Project
PRAC	Regional Programme for Central America
PRO Rural	Managing body of the Biocultura and Climate Change Project
PRS	Poverty reduction strategies
PSDH	Strategic Development Plan for Haiti
RASHON	Water and Sanitation Network Honduras
RASNICA	Water and Sanitation Network Nicaragua
RBM	Results-Based Management
RC	Regional Cooperation
RIAM	Ibero-American and African Network of Masculinities
RM	Risk Management
RRMS	Southern Regional Women's Network
SAG	Secretariat of Agriculture and Livestock of Honduras
SANAA	National Autonomous Service of Aqueducts and Sewerage Systems
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SECO	State Secretariat for Economic Affairs
SEPLAN	Planning and External Cooperation Secretariat
SERNA	Secretariat of Natural Resources and Environment
SIDA	Swedish International Development Cooperation Agency
SLIMs	Comprehensive municipal legal services
SME	Small and medium enterprises
TCLA	Improved Local Construction Technique
ToC	Theory of Change
TTIB	Integral Neighbourhood Transformation Workshops
TVET	Technical, vocational and educational training
UCA	Central American University
UCLBP	Unit for Housing and Public Building Construction
UH	University of Havana
UMSA	University of San Andrés
UMSS	University of San Simón
UN	United Nations
UNA	National Agricultural University
UNAN	National Autonomous University of Nicaragua
UNDP	United Nations Development Programme
UNDP	United Nations Development Programme
UNJC	National Union of Jurists of Cuba
UPF	Family productive units
UTH	Technical University of Honduras
UTPR	Regional Permanent Technical Unit
VCD	Value chain development
VET	Vocational Education and Training

VRHyR	Vice-Ministry of Water Resources and Irrigation
W&S	Water and Sanitation
WASH	Wash, Sanitation and Hygiene
WCS	Wildlife Conservation Society
WFP	World Food Programme
WTO	World Trade Organization

0 EXECUTIVE SUMMARY

This [Summary Meta-Analysis and Capitalization Report](#) forms part of the [Historic Impact Capitalisation \(HIC\)](#) of the [bilateral engagement of the Swiss Agency for Development and Cooperation \(SDC\)](#) in Latin America and the Caribbean. The HIC project is embedded in a comprehensive institutional knowledge management initiative, accompanying the gradual phasing out of SDC's bilateral cooperation activities from Latin America and the Caribbean (LAC) until 2024.

The report [fuses and summarizes](#) the [Meta-Analysis](#) (overall analysis of SDC's bilateral cooperation in Bolivia, Peru, Honduras, Nicaragua, El Salvador, Ecuador, Cuba and Haiti throughout the complete cooperation period) and the five [Deep-Dives](#) (thematic studies focusing on specific sectors in countries where SDC is still active, namely Bolivia, Honduras, Nicaragua, and Cuba, only taking into account the past 20 years).

Both the Meta-Analysis and Deep-Dive Report have generated a [wealth of lessons-learned and highlights](#) on country and regional level. It would do the exercise no service to attempt to select the “top three lessons-learned” or the “most outstanding highlights”, given the diversity of topics, countries, and periods under review, as well as the manifold potential interests of the readers.

Instead, the [overall impression](#) is displayed heuristically, [using the OECD-DAC criteria](#) (efficiency was excluded deliberately from this exercise). While the Historic Impact Capitalisation is no evaluation, the application of the OECD-DAC criteria was foreseen by SDC from the outset and welcomed by the GFA HIC LAC Team.

Both the Meta-Analysis (above) and Deep-Dives (below) have encountered methodological limitations that impact the [robustness and significance](#) of the results. The analysis relied to a great extent on the quality of secondary data, which varied between countries and periods. Most notably, comprehensive and methodologically sound impact analyses are scarce, and many project evaluations only focus on project outputs, not impact. This lack of well-founded impact analysis made it difficult to draw robust conclusions for some countries and criteria.

Meta-Analysis

	Bolivia	Peru	Ecuador	Honduras	Nicaragua	El Salvador	Cuba	Haiti
 RELEVANCE	high	high	high	high	high	high	high	high
 COHERENCE	high	high	high	high	high	high	high	mixed
 EFFECTIVENESS	high	high	high	high	high	high	high	high
 IMPACT	mixed	mixed	high	mixed	mixed	mixed	high	mixed
 SUSTAINABILITY	mixed	mixed	mixed	mixed	mixed	unclear	high	mixed

Deep-Dives



	Bolivia	Honduras	Nicaragua	Cuba	Haiti
RELEVANCE	high	high	high	high	high
COHERENCE	high	high	high	high	high
EFFECTIVENESS	high	mixed	high	high	high
IMPACT	high	mixed	mixed	high	limit ed
SUSTAINABILITY	high	limit ed	mixed	high	limit ed

Deep-Dive Sectors

Bolivia
Rural Development

Honduras
Economic Development

Nicaragua
Water (Governance) and Sanitation

Cuba
Local Development

Haiti
Local Governance and Resilience

1 INTRODUCTION

1.1 BACKGROUND & SCOPE

The present report forms part of the [Historic Impact Capitalisation \(HIC\)](#) of the [bilateral engagement of the Swiss Agency for Development and Cooperation \(SDC\)](#) in Latin America and the Caribbean. The HIC project is embedded in a comprehensive institutional knowledge management initiative, accompanying the gradual phasing out of SDC's bilateral cooperation activities from Latin America and the Caribbean (LAC) until 2024.

Importantly, the focus of the HIC project is fully on [SDC's bilateral cooperation](#), implying that activities implemented under one of the other instruments (e.g. humanitarian aid or global cooperation) or outside SDC's area of responsibility (promotion of peace and human security or SECO programmes) are not covered.

The [overall objectives](#) of the HIC project are: **a)** to provide a historical documentation of the bilateral cooperation in LAC, covering main activities and major achievements, **b)** to identify and present relevant lessons learned for partners in LAC and for SDC institutionally as well as **c)** to provide communication material on key results and lessons learned aimed at SDC Directorate and staff, partners as well as public and political leaders in Switzerland and in LAC.

For the [Meta-Analysis](#), the HIC project summarized and analysed SDC's bilateral cooperation activities in eight countries in LAC in which SDC has been active since 1964, i.e. Bolivia, Peru, Honduras, Nicaragua, El Salvador, Ecuador, Cuba and Haiti. The sectoral [Deep-Dives](#) focused on the five LAC countries in which SDC is currently still active, i.e. Bolivia, Honduras, Nicaragua, and Cuba. They were supposed to capitalize SDC's achieved results in specific sectors / thematic areas, and identifying lessons learned.

The present document, the [Summary Meta-Analysis and Capitalization Report](#), fuses and summarizes the Meta-Analysis and Deep-Dives.

Three [specific presentations](#) were prepared for the dissemination of the main findings addressing 1) the SDC Directorate, 2) SDC HQ staff and other interested partners inside and outside of the federal administration in Bern and 3) SDC staff and partners in LAC.

Table 1: Main characteristics of the Meta-Analysis & Deep-Dives

CATEGORY	META-ANALYSIS OF BROAD HISTORIC RESULTS ACHIEVED	FIVE SECTORAL / THEMATIC DEEP-DIVES
Focus	Summative presentation of SDC's bilateral cooperation with LAC (e.g. objectives, thematic priorities, modalities / instruments / methodologies) and the overall main results achieved ; where appropriate including historic lessons learned	Analysis of SDC's achieved results in specific sectors / thematic areas, focus on identifying lessons learned
Countries	Focus on eight LAC countries , in which SDC has been active since 1964 (Peru, Bolivia, Honduras, Nicaragua, El Salvador, Ecuador, Cuba and Haiti)	Focus on five LAC countries , in which SDC is currently still active (Bolivia, Honduras, Nicaragua, Cuba, Haiti)
Sectors/ themes	Focus on all sectors	Focus on five previously defined sectors / thematic areas
Time frame	No time restriction (1964 – 2022)	Focus on the past 20 years (2002-2022)
DAC criteria covered	Relevance, coherence, effectiveness, impact and sustainability	Relevance, coherence, effectiveness, impact and sustainability
Methods of data collection	Document analysis and semi-structured interviews	Document analysis, semi-structured interviews, focus group discussions, field visits, workshops
Products	<ul style="list-style-type: none"> ▪ Meta-analysis report including, among others, historic timelines and dynamic TOCs for each country ▪ Video capturing main meta-analysis results 	<ul style="list-style-type: none"> ▪ Five deep-dive reports including, among others thematic TOCs and historical political timelines ▪ Five deep-dive videos

The contract period was [20 May 2022 – 30 September 2023](#). The overall volume, according to the TORs, was 230.000 CHF.

1.2 METHODOLOGY OF META-ANALYSIS AND DEEP-DIVE

Both the Meta-Analysis and the thematic Deep-Dives engaged first in document selection and analysis, followed by semi-structured interviews, tool-based data analysis and presentation of results.

1. **Document selection:** Mainly country and regional cooperation strategies, reviews, capitalisations, (internal and external) mid-term and final evaluations of projects and programmes, further project or programme documentation, Swiss international cooperation strategies (IZA strategies), contextual and thematic background documents (e.g. international development theories, guides and handbooks, etc.) were consulted.
2. **Semi-structured interviews:** During the Meta-Analysis, interviews with current and former SDC staff were conducted online and in person, based on an interview guideline closely aligned with the guiding questions in the evaluation and capitalisation matrix. The interviews served to discuss, critically reflect and triangulate as well as complement the insights and first findings of the document analysis.
3. **Document analysis:** All documents and interview protocols were analysed according to a uniform scheme, using the software MAXQDA. Already during the inception phase, the HIC Team developed a MAXQDA coding scheme based on the guiding questions of the Evaluation and Capitalisation Matrix (Annex 1). This allowed for extraction and pooling all necessary information for answering the guiding questions.
4. **Field visits:** During the Deep-Dive phase, field visits (2 weeks per country) were undertaken to each of the five Deep-Dive countries by a tandem of one international and one national HIC Team member. Interviews with SDC staff, project implementers and partner organisations, beneficiary groups and independent experts, as well as other donors were conducted. First findings and lessons-learned were discussed with the SDC country office during the debriefing workshop.
5. **Presentation of results:** The following tools were used to present the main results of the respective analysis:

Table 2: Tools used in the Meta-Analysis and Deep-Dives

TOOL	CONTENT	META-ANALYSIS	DEEP-DIVE
Historic (political) timelines	Includes key milestones of SDC's engagement and summarizes the development of objectives, thematic priorities and instruments, partners and beneficiaries, as well relevant sectoral and political events.	✓	✓
Dynamic Theory of Change	Takes up some of the information from the historic timelines and complements it with country-specific context data	✓	
Thematic Theory of Change	Joins respective intervention logics of the projects included in the deep-dive, identifies commonalities and builds coherent clusters of outputs, outcomes and impacts.		✓
Evaluation matrix	Matrix according to the OECD-DAC criteria, plus first lessons learned.	✓	✓

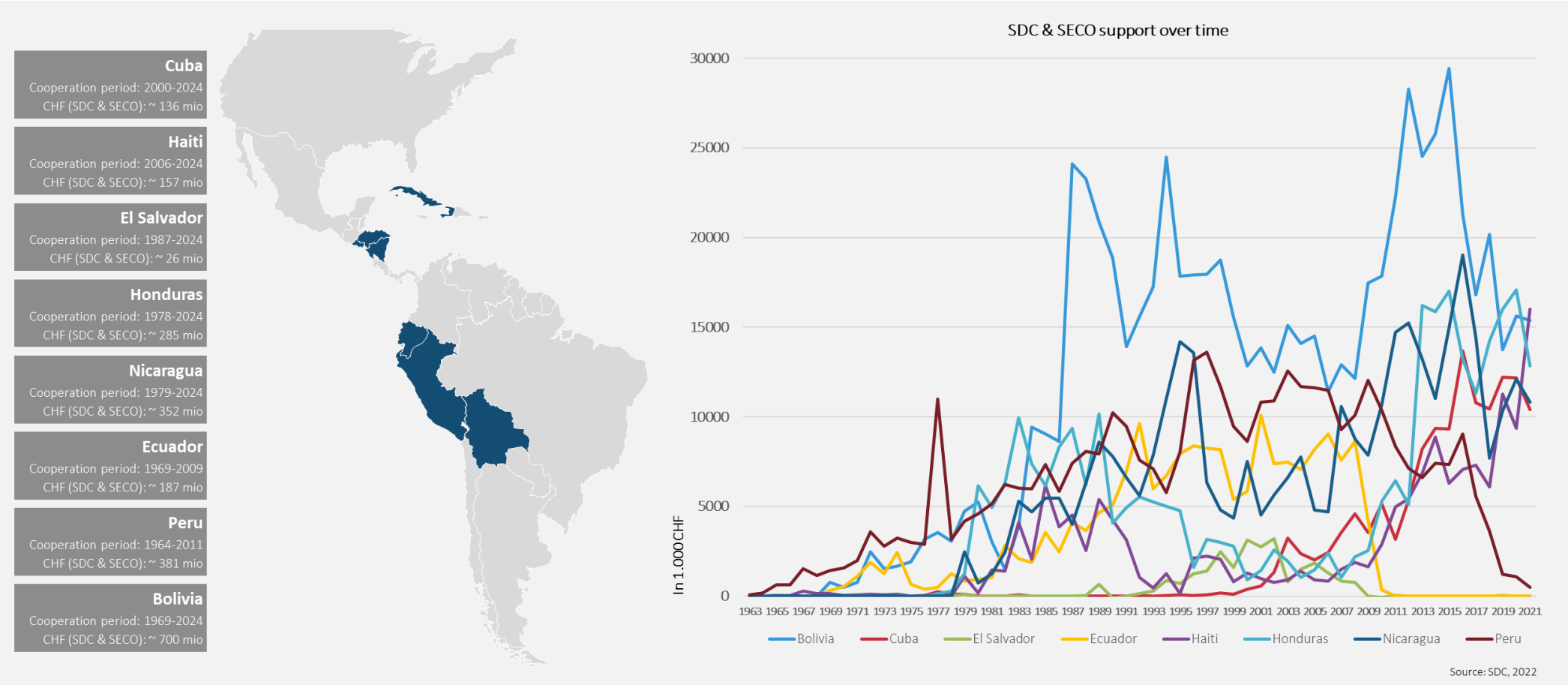
1.3 LIMITATIONS

Both the Meta-Analysis and Deep-Dives have encountered several methodological limitations that impact the **robustness and significance** of the results:

1. **Analysis of secondary data:** The analysis relies to a great extent on secondary data. The quality of the HIC Team's analysis depends therefore on the quality of the underlying data, and gaps or inconsistencies in the documents can affect the results. For example, methodological weaknesses in the available (external and internal) evaluations also directly affect the Meta-Analysis's and Deep-Dives' quality.
2. **Limited documentation:** Comprehensive and methodologically sound impact analyses are scarce, and many project evaluations only focus on project outputs, not impact. This lack of well-founded impact analysis makes it difficult to draw robust conclusions for some countries and criteria.
3. **Varying data quality between countries:** The level of detail and comprehensiveness of documentation varies between the eight countries under study. Some countries have comprehensive documentation, while others have gaps, leading to unavoidable heterogeneity in presenting results.
4. **SDC-Internal Perspective:** The analysis predominantly reflects an SDC-internal perspective, as most documents and interviewees are affiliated with SDC. This perspective should be considered when interpreting results, especially regarding effectiveness, impact, and sustainability.

Possible mitigation actions for the above-mentioned limitations are limited, given that it is of course not possible to change the type, quantity and quality of the available secondary data ex-post. Nevertheless, during field missions and interviews the team put emphasis on those questions which could not be answered sufficiently during the document analysis, intending to close information gaps.

Figure 1: Overview of SDC's engagement in LAC 1964-2024, cooperation periods and development of funds for Swiss bilateral cooperation over time



2 SYNTHESIS OF THE META-ANALYSIS REPORT

2.1 DEVELOPMENT OF SDC'S COOPERATION – SNAPSHOT

2.1.1 BOLIVIA

Switzerland's development cooperation with Bolivia began in 1969, establishing the initial contact with Bolivian state institutions and continuing as a significant priority for Swiss development cooperation in the LAC region for several decades. Initially, the focus was on agriculture and livestock, with coordination shifted from Lima to La Paz. However, the approach evolved towards a more comprehensive understanding of rural development, incorporating activities related to rural infrastructure, health, ecology/forestation, and education.

The 1980 coup d'état led by General Garcia Meza marked a turning point in Bolivia's democratic and economic development. As a result, Swiss development cooperation activities in the country experienced a drastic reduction, gradually resuming only after Bolivia's return to democracy in 1982. This period saw the opening of initiatives at the micro, meso, and macro levels, and the bilateral approach was complemented by multilateral activities.

Between 1985 and 1987, the budget for development cooperation with Bolivia more than doubled. Additionally, the State Secretariat for Economic Affairs (SECO) became actively involved in the country, concentrating efforts on the Andean highlands, inter-Andean valleys, and impoverished urban neighbourhoods.

In the 1990s, SDC expanded its thematic areas to include small-scale business development in urban areas, vocational training, environmental conservation, natural resource management, financial systems development, and microfinance. Governance-related issues such as promoting decentralization, local governance, citizen participation, and judicial system reforms gained prominence during this time. Cross-cutting themes such as gender equality, human rights, conflict sensitivity, and climate change remained relevant and integrated into development efforts. Policy dialogue with the Bolivian government, private sector, and other development agencies gained significance in the 2000s.

The international context influenced Swiss cooperation with Bolivia, with the Millennium Development Goals (MDGs) and the Paris Declaration shaping the cooperation strategies. Moreover, during the presidency of Evo Morales, Bolivia initiated comprehensive reform processes aimed at reducing socio-economic inequalities and combating poverty.

Over the past 15 years, three thematic programs have been implemented in Bolivia, aligning with the aforementioned areas of focus. These programs encompassed measures aimed at climate change adaptation and mitigation, recognizing the importance of addressing environmental challenges in sustainable development.

Evo Morales' time in office abruptly ended in 2019 with an electoral and political crisis. Even though the political situation calmed down after transparent elections in October 2020, the overall social and democratic situation remains fragile until today, which clearly also influences SDC's engagement.

2.1.2 PERU

The framework agreement between Peru and Switzerland was signed in 1964. Peru was the first priority country for SDC in Latin America. Although bilateral cooperation phased out in 2011, Peru remains a priority country for SECO and serves as a regional hub for SDC climate change, water, and disaster risk management programs.

During the period from 1964 to 1981, Swiss cooperation in Peru focused on improving agricultural production and developing the forestry sector in rural areas. Initiatives aimed to address severe multidimensional poverty among the rural population by providing access to basic services such as education, health, water, and sanitation. The approach initially emphasized technology transfer but later shifted towards grassroots development and fostering participation of beneficiaries through farmer cooperatives. Sectors of intervention diversified, including health, alpaca breeding, multi-sectoral support to native Amazonian communities, and integrated rural development projects.

In the 1980s, Peru transitioned back to democracy, but the armed conflict in rural areas and limited counterpart funding posed challenges to Swiss development projects. SDC expanded its partners to include Peruvian NGOs and relied on co-financing with the Inter-American Development Bank (IADB). Sectors of intervention continued to diversify, encompassing small-scale fishing, audio-visual training, support for the informal sector, and programs addressing regional and social imbalances. However, the volatile political situation at the end of the 1980s and the threat of guerrilla groups like Sendero Luminoso and MRTA led to a temporary halt of development programs in 1989.

From 1990 to 1995, SDC minimized its presence in Peru but increased financial support through instruments like humanitarian aid. With improved security and political stability, bilateral cooperation was reinstated in 1993, making Peru a priority country once again. SECO played a role in rehabilitating the macroeconomic situation through

initiatives such as the counterpart fund. Poverty reduction remained the main objective, and thematic focuses included rural water and sanitation, sustainable agriculture, handicraft promotion, and small and medium-sized enterprise industries. Efforts were made to incorporate gender, environment, and good governance as transversal topics, with an emphasis on empowering local forces and participating in policy dialogue.

Between 2002 and 2012, poverty reduction continued to be the main objective of Swiss development cooperation in Peru. The focus was initially on good governance, sustainable economic development, and local services. Reducing vulnerabilities to natural disasters and climate change were added in 2009. The activities were viewed from an integrated perspective that aligned with the country's needs. Transversal topics such as gender, environment, and good governance remained relevant. The cooperation aimed to reactivate the economy, establish and restore structures related to the rule of law, and leverage decentralization measures for poverty reduction. Challenges included weak political institutions and widespread corruption.

Technical bilateral cooperation ended in 2012, but global program activities and SECO's engagement continued. The shift away from bilateral cooperation was considered necessary to address the challenges of an upper-middle-income country like Peru and adjust the instrument mix accordingly.

2.1.3 ECUADOR

SDC's cooperation with Ecuador began in 1969 and ended in 2009. The thematic focus was consistent throughout the 40 years.

From 1969 to 1981, the cooperation aimed to support agricultural production through technological and knowledge transfer. The focus was on constructing irrigation infrastructure and transitioning from subsistence agriculture to market-oriented agriculture. Swiss cooperation prioritized rural areas and agriculture, aligning with Ecuador's economy based on agricultural exports. Due to changes in the political and economic landscape during the 1970s, the Swiss cooperation reduced its budget and temporarily closed office until 1984.

During the period of 1982 to 1990, Ecuador experienced a return to democracy but faced extensive external debt and economic liberalization. Swiss cooperation targeted poverty among the rural population, particularly indigenous communities in the Andean region. The thematic focus remained on agriculture, irrigation, and small rural and urban enterprises. Cross-cutting issues such as sustainable use of soil, water, gender, and environmental sustainability emerged. Local implementing organizations and Swiss NGOs played significant roles.

From 1991 to 1998, the cooperation strategy aimed to strengthen links between urban small industries and rural agricultural production. The paradigm shifted from a local approach to a territorial one. Thematic and geographic focus remained in line with previous periods, but new cross-cutting issues arose, with a focus on gender and environmental sustainability. Coordination with governmental counterparts was weak due to political instability and social crises. Indigenous movements gained prominence during this period.

The 1999 economic crisis significantly affected Ecuador, leading to the dollarization of the economy and increased poverty. The country program aimed to support disadvantaged populations and producer associations in sustainable development. The thematic focus included agriculture, irrigation, forestry, environment, small industry, and vocational training. Empowerment of indigenous communities became a key milestone. A counterpart fund (Gegenwertfonds) provided financial resources for the ongoing projects.

Between 2002 and 2006, despite signs of economic recovery, socio-economic inequalities persisted. The second country program focused on reducing poverty and inequalities in the rural Andean region while promoting sustainable resource management. Thematic lines included income and employment, decentralization and local development, and environmental management. Gender strategies and environmental sustainability became more concrete. Efforts were made to strengthen the institutional capacities of local governments.

The phasing out phase took place from 2007 to 2009, with the cooperation office officially closing in 2010. It was part of SDC's review of its global geographical and thematic portfolio to enhance effectiveness and reallocate resources. Communication, transparency, and close collaboration with local staff were emphasized.

2.1.4 CENTRAL AMERICA

SDC laid the foundation for a Regional Strategy at the beginning of the 1990s, arguing that the socio-economic crisis in Central America (as in all of Latin America) was endemic, and that for the individual Central American countries, each alone too small and too unilaterally dependent for an autonomous overcoming of the crisis, only regional cooperation could bring the chance of a real strengthening in the long run. Before that, cooperation with Central American countries was based on bilateral frameworks.

2.1.4.1 UNTIL 1992 - BEFORE REGIONAL STRATEGY

Honduras

Cooperation between Switzerland and Honduras began in 1978 with the signature of the first framework agreement. A coordination office was opened in Tegucigalpa in 1981. The main objective of the bilateral programme was to support integral human development through enabling the target population to better meet their basic needs on their own. SDC followed a needs-based approach, very much in line with the development theory *en vogue* at the time. The sectoral focus during this period was on agricultural vocational training, agrarian reform and mechanisation, small-holder support, rural water supply, the dairy sector, agricultural technology, food security, and integrated rural development.

As of 1986, the sectors health, handicrafts and small industries as well as housing and settlement construction were added. The main implementation modality was direct management in cooperation with government agencies, but preferably with small, decentralised and target group-oriented organizations, independent of politics. It was emphasised already in the 1982-1985 Bilateral Strategy that public and private actors could also be an interesting alternative, and that the Swiss experts should rather act as advisors than as executors. Cross-cutting themes such as gender, governance, to some extent human rights, conflict sensitivity and more recently climate change were not specifically in the focus yet.

In the mid-1980s, SDC considered that the phase of rapid expansion of the Honduras programme was coming to an end, both because Swiss development budgets were not increasing as fast as before, and because the absorption capacities of Honduran public partners were judged to be at their limits. The phase of project implementation and volume expansion was therefore supposed to be followed by a phase of in-depth work. Reflections on gender starting in 1986 paved the way for a more dedicated integration of gender as a cross-cutting theme.

Nicaragua

SDC became active in Nicaragua immediately after the end of the civil war in 1979 with a reconstruction project in the form of direct state aid (later transformed into a cooperative-led project). In addition, a drinking water project started in 1983, as did an integrated rural development project (DRI). Through its programme credits to Swiss NGOs, SDC also supported various small projects in Nicaragua.

The activities in Nicaragua were all coordinated and managed by the coordination office in Honduras. The decision to set up a priority programme in Honduras was based primarily on a country-specific justification. When the fall of the Somoza regime brought about a social opening in Nicaragua, SDC involvement there also became possible.

Domestic political considerations on the Swiss side prevented the growth of the cooperation programme beyond the volume achieved in 1985, although the Nicaraguan government expressed great interest and willingness to further expand the programme.

“The HONDURAS country programme must not at the same time serve to establish guidelines for our cooperation with other countries: the relevant passages on Nicaragua and Costa Rica (pages 25 and 26) therefore do not belong in this document” (Honduras Strategy, 1986). This appraisal surely added to the momentum of establishing a Regional Approach for Central America.

The Contra conflict, which affected both Nicaragua as a second priority country and the at the time priority country Honduras, brought great economic and political tensions to the region. The development of SDC's programme was hampered by the resulting distortions and security problems. The assassination of an employee of a Swiss NGO in 1986 by Contras was a much publicized event in Switzerland. According to SDC HQ, this had a direct impact on SDC's program in the country (territorial priorities and financial volume).

The political situation in Nicaragua during the period was marked by a revolution, a civil war, and the subsequent consolidation of power by the Sandinista National Liberation Front. In 1990, the Sandinistas were defeated in elections by the National Opposition Union, a coalition of right-wing parties that had been formed with significant support from the United States. This marked a transition to a more neoliberal economic model and a move away from the socialist policies of the Sandinistas.

El Salvador

SDC has been supporting El Salvador during 1987-2008. While the support started before the official existence of SDC's Regional Strategy for Central America, SDC's engagement in El Salvador was never a stand-alone country programme, to the knowledge of the HIC Team. No bilateral cooperation programme was set up, neither was a cooperation office established (only a temporal liaison office). In the interviews it was stated that there was a lack of political backing in El Salvador and no real influence at strategic levels was achieved.

2.1.4.2 AFTER 1992 - REGIONAL STRATEGY

In the Regional Strategy for the period of 1993-2005, SDC's primary objective in Central America was to improve the satisfaction of basic needs among the disadvantaged population. The implementation modalities varied, including direct management through bilateral technical cooperation, delegation of project implementation to Swiss and multilateral third-party institutions, and the establishment of the counterpart funds.

The sectoral focus during this period centred on agriculture and rural development, water and sanitation, SME promotion, and vocational training. Environment and natural resource conservation were also prioritized, albeit for a limited time between 1993 and 1998. Cross-cutting themes such as gender, human and institutional development, and environmental sustainability were integrated into the strategies.

A significant development occurred in 1993 when Nicaragua was chosen as the new focus country, leading to a shift of activities from Honduras to Nicaragua. This shift also prompted a change in the coordination office responsible for program support. The regional coordination office in Managua was upgraded, while the office in Tegucigalpa became a liaison office for Honduras.

During the 1993-2005 period, there was a momentum for greater diversification of partner organisations, amongst others to reach a broader distribution of risk.

Noteworthy is the Nicaraguan President-ordered expulsion of the SDC Country Director in 12/1997 after a supposedly "impertinent" exchange of words with the then-President Alemán. All new Swiss cooperation projects were momentarily stopped. The relationship normalised in the following years after bilateral talks and international donor pressure.

Hurricane Mitch in 1998 was an event very much marking the country (and the region) and sparked considerable humanitarian intervention.

For the first time, SDC and SECO jointly elaborated a strategy, the 1999-2005 Regional Programme for Central America. It is reasonable to assume that this positively impacted programmatic coherence of the Swiss cooperation, according to the HIC Team.

From 2007 to 2017, Swiss development cooperation in the region aimed to contribute to poverty reduction and promote equitable and sustainable development. The priority sectors shifted to include micro, small, and medium enterprise (MSME) support, good governance, public finance, and infrastructure development. The strategies also incorporated cross-cutting issues of gender equality and governance. Implementation modalities primarily involved direct and indirect implementation, sector-wide approaches, and joint project financing, and in the case of Nicaragua, budget support. Stronger alliances were sought with international organizations such as the Inter-American Development Bank, World Bank, and select United Nations (UN) agencies.

The coup d'état in Honduras in 2009, when the Supreme Court ordered the removal of president Zelaya, deeply divided the country and raised tensions and political conflict. Donors put aid on hold, many diplomatic relations were suspended or downgraded, leaving the country in political isolation. The coup showed the incapability of the institutions to resolve a constitutional conflict and demonstrated the power of the small but very influential interest groups. The elected government of Porfirio Lobo (2010-2013) achieved the reintegration of Honduras in the international community and made significant progress in national reconciliation.

For the first time, a logical framework including impact hypothesis was elaborated in the strategy for the period 2013-2017. Previous strategies did not contain a logframe or theory of change.

While the 1999-2005 and 2007-2012 Regional Programs were elaborated jointly between SDC and SECO, this practice was discontinued for the 2013-2017 Programme due to Swiss parliament-induced changes regarding regional priorities for SECO (Nicaragua no longer priority country).

In the period from 2018 to 2024, the SDC's Regional Strategy aimed to foster sustainable and equitable development by focusing on four thematic areas: governance and the rule of law, employment and inclusive economic development, climate change resilience, and disaster risk reduction. The strategy also recognized the growing environmental vulnerability and human security concerns. The expected impacts of these thematic areas were explicitly linked to the Sustainable Development Goals (SDGs). The implementation modalities included grants, contributions, and cooperation mandates awarded through international tenders. Transversal themes such as inclusive governance, disaster risk reduction, and gender equality were integrated into the strategies. The text mentioned the systematic inclusion of vulnerable groups, such as women, youth, migrants, human rights defenders, and indigenous and Afro-descendant groups.

According to SDC's Regional Strategy, the fragilities in Honduras and Nicaragua are markedly different. While in Honduras, the rates of violence are high and impunity for serious crimes is alarming, in Nicaragua, citizen security is one of the best in Latin America thanks to effective prevention work. This was re-evaluated in the 2022 strategy: "In Nicaragua, the breakdown of institutions and the spiral of human rights violations in 2018 stimulated critical reflection and a thoroughgoing realignment of the strategy". A staying engaged concept paper was also defined at that time.

The dialogue with SDC's Global Programs on climate change, water, food security, and migration was reinforced, particularly within the regional components of the strategy. Migrants were explicitly mentioned as a target group for SDC's activities in Honduras. The period from 2018 to 2024 also marked a planned gradual and responsible withdrawal of Switzerland's bilateral development cooperation with Central America, aligning with Switzerland's International Cooperation Strategy guidelines.

2.1.5 CUBA

In 1998, the SDC's Directorate Committee endorsed in principle an active Swiss presence in the widely expected transformation process in Cuba. An initial scoping mission, jointly carried out by the Political Department II, Humanitarian Assistance, and the Latin America Section, found that a special programme would be useful and feasible. [Bilateral cooperation was officially launched in 2000](#). This has been widely described as quite unique, as the situation in Cuba, in contrast to most countries of the region, has not been marked by extreme socio-economic inequality or poverty. Interviewees called the Cuba Programme “the most political” in the sense that it has been primarily driven by diplomatic considerations rather than acute need for aid. Since the revolution, Switzerland had maintained good relations with the Socialist country, illustrated also by its role as protecting power for US interests who maintained no diplomatic ties with Cuba over decades (1961–2015).

In 2000, SDC established its [cooperation office in La Habana](#). In a first step, a pilot programme was launched in the same year, which – with the greater goal of strengthening opportunities for political dialogue and ultimately in preparation of a future special programme - financed projects that focused on concrete, local solutions. Economic development was one of the focus areas for transfer of knowledge and technology (e.g. post-harvest grain storages in agriculture or bamboo as construction material). Local governance too, through capacity development of relevant stakeholders, including civil society, was identified as a topic with great potential and where Switzerland with its tradition of decentralised government could make a meaningful contribution. In addition, facilitation of exchange in the international arena was to help overcome Cuba's international isolation. These thematic priorities were not only the basis for the first Special Programme that started in 2004, but run steadily through all of SDC cooperation strategies with Cuba ever since, showing a remarkable continuity in the Swiss approach.

The [Special Programme \(2004 – 2010\)](#) was characterised by a range of medium- to long-term projects, to which humanitarian aid, often in the form of milk powder donations and hurricane disaster relief was added. Unlike the EU, which in 2003 had suspended all technical assistance following a government crackdown on Cuban dissidents, Switzerland remained committed and even expanded bilateral cooperation. “Continuity” is not only a word often found in the available strategy papers but one that has been mentioned by most interviewees as unique quality and comparative advantage of Swiss development cooperation.

In 2013, [Cuba became a priority country](#), which saw the programme grow significantly in size. By 2020, the annual budget had increased to CHF 12m (compared to CHF 3m in 2011). Along with that, greater emphasis was put on consolidating the wide range of small-scale measures into larger projects. Besides the two thematic priority areas, emphasis has been put on the transversal topics of gender and anti-discrimination in a wider sense, including based on ethnicity and sexual orientation. 2015 saw an important reorganisation, with Embassy and Cooperation Office now being functionally integrated and under one roof.

Participatory municipal management is highlighted as central in the [strategies starting in 2017](#), reflecting thematic continuity, whilst underpinning the steadily increasing demand for advisory and capacity development on local governance issues. Access to food and sustainable local economic development remain priority areas, with practice-oriented vocational training being introduced as new topic. Support to gender equality and anti-discrimination is presented in a way that suggests yet another upgrade in relevance, making it similar in rank to thematic priority areas. Some interviewees suggested that 2017 heralded a phase of an increasingly tense cooperation environment over-all, but conversely, renewed interest in SDC cooperation from the Cuban side.

The [Exit Programme \(2022-24\)](#) seeks to further anchor the results in the partner system and puts great emphasis on assuring systemic impact and sustainability.

2.1.6 HAITI

In the period from [2006 to 2008](#), SDC initiated a [humanitarian program](#) in Haiti in response to internal unrest, the collapse of the Aristide government, and natural disasters. This marked the beginning of the Swiss government's involvement in Haiti, although Swiss civil society and non-governmental organizations had been present in the country since the 1950s and 1960s. The program aimed to alleviate poverty and improve living conditions for the most vulnerable populations, focusing on food security, reducing the spread of HIV/AIDS, and rehabilitating social infrastructure. SDC collaborated with Swiss aid agencies, charity organizations, and local stakeholders to implement projects and utilized existing structures and local knowledge.

After the [devastating 2010 earthquake](#), Switzerland increased its presence in Haiti. The integration of the embassy and the Federal Council's resolution on international cooperation in [2013](#) led to [Haiti](#) being designated as a [priority](#)

country for cooperation in fragile contexts. In the Mid-Term Cooperation Programme (2011-2013), SDC focused on post-earthquake reconstruction, with a significant portion of funding allocated to humanitarian aid. The program aligned with the Haitian National Action Plan, emphasizing sustainable and secure social infrastructure, agriculture and food security, and natural resource management and disaster risk reduction.

Subsequently, SDC developed three cooperation strategies for Haiti: 2014-2017, 2018-2021, and the most recent 2022-2024 Cooperation Programme. These aimed to improve the living conditions of the poorest and enhance the resilience and autonomy of Haitian institutions toward a more just and equitable society. The strategies progressively incorporated developmental approaches, governance challenges, local governance, and shock-resilient economic development. Agriculture and food security remained consistent priorities, with additional focuses on reconstruction, employment, and economic development in different periods.

Throughout its engagement, SDC promoted gender equity, social inclusion, and decentralization as cross-cutting themes. The agency recognized the need to empower state bodies and avoid a reliance on a "humanitarian development" system. Cross-cutting themes also included emergency preparedness, disaster risk reduction, and participatory approaches that emphasized the role of actors at the local level.

While the line between humanitarian and development aid became blurred due to ongoing urgent needs, SDC's strategies did not explicitly reference the need for a nexus approach to link humanitarian and development interventions until the 2018 strategy. This approach aimed to maximize results and respond to humanitarian needs effectively. The current Cooperation Programme (2022-2024) emphasizes close collaboration between humanitarian aid and bilateral cooperation, flexibility in the use of instruments, and addressing urgent humanitarian needs while focusing on sustainable reconstruction.

2.2 OECD-DAC CRITERIA

As mentioned in Chapter 1 (Introduction), the OECD-DAC evaluation criteria were employed in both the Meta-Analysis and Deep Dives. This choice served the purpose of organizing the analysis and, naturally, in generating the required content. The "Efficiency" criterion was omitted as per SDC's request. The reference period is always SDC's complete bilateral cooperation period with the respective country.

2.2.1 RELEVANCE

The criterion "Relevance" is asking whether the interventions are doing the right things. It tries to gage the extent to which the interventions' objectives and design respond to beneficiaries' needs, policies and priorities, and continue to do so even if circumstances change. Based on the available documentation and conducted interviews, the below summary seems fair.

Figure 2: Meta-Analysis | Relevance



In **Bolivia**, SDC's chosen priorities have consistently aligned with Bolivia's development needs; however, it is not always evident on what basis the documents reach this conclusion. The interventions at both project and national levels have appropriately addressed pressing thematic fields, especially after Bolivia's National Development Plan was established in 1997. SDC has also effectively incorporated the MDGs and SDGs into its strategies, in accordance with Bolivia's priorities. The flexibility and responsiveness of SDC's interventions to partners' and beneficiaries' needs contribute significantly to their perceived high relevance, according to the interviews.

Similarly, in **Peru**, SDC's cooperation programs have successfully addressed the country's needs and priorities, often aligning with the dominant development discourse of each decade. The cooperation closely follows Peru's National Development Plan and the MDGs/SDGs. There is a clear overlap between SDC's priorities and Swiss international strategies, evident in the focus on poverty reduction, regional support, and shaping global development.

In **Ecuador**, although SDC's focus on the rural sector aligned with urgent needs, the overall strategy seemed to not always match the country's development agenda. While SDC aimed to bridge rural-urban divides and enhance cultural and economic diversity, the strategy's alignment with overall Swiss development priorities remains unclear due to limited information in strategy documents.

Honduras and **Nicaragua** have witnessed SDC interventions that consistently respond to development needs and align with both country-specific policy documents and regional SDC strategies. SDC's thorough analysis of national

contexts and incorporation of relevant policies, such as poverty reduction strategies and human rights frameworks, contribute to the programs' relevance. For [El Salvador](#), while the Central America Program's relevance is acknowledged, specific information is lacking.

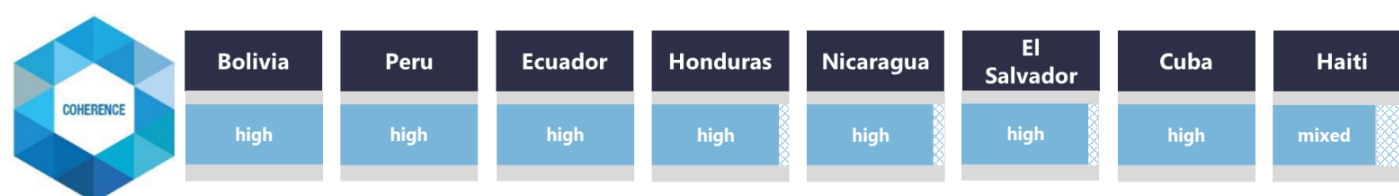
[Cuba](#) stands out as an example where SDC's cooperation has been highly relevant and consistently aligned with the country's development priorities. The strategic orientation to local development and capacity building, as well as alignment with Swiss foreign policy goals and the United Nations Agenda 2030, contribute to the high relevance rating. Regularly conducted external evaluations find that the SDC strategy was and still is coherent with the strategic framework established by the Government of Cuba. The strategic orientation to go local has been repeatedly affirmed and is characteristic of all successive SDC programmes in Cuba.

In [Haiti](#), SDC has effectively aligned its activities with the Haitian government's vision and strategic plans. The support for the “*Plan d'action pour le relèvement et le développement national*” and the Strategic Development Plan for Haiti demonstrates a clear commitment to country priorities. While the alignment with Swiss development priorities is less evident in strategy documents, thematic focal areas and the Fit-for-Purpose approach ensure continued relevance.

2.2.2 COHERENCE

The OECD-DAC criterion “Coherence” aims to answer the question how well an intervention fits by assessing the compatibility of the intervention with other interventions in a country, sector or institution. Internal coherence addresses the synergies and interlinkages between the various interventions of the same donor. External coherence considers the consistency of the intervention with other actors' interventions in the same context.

Figure 3: Meta-Analysis | Coherence



In [Bolivia](#), the documents and interviews indicate positive references to cooperation and coordination among SDC projects and expert teams. Coordination of the bilateral cooperation activities with activities in the field of humanitarian aid was less relevant in the case of Bolivia as compared to other countries in LAC. Over the years, SDC increasingly had an active role in shaping donor coordination and policy dialogue. SDC's alignment with SECO and its role in shaping donor coordination positively impacted coherence.

In [Peru](#), successful coordination between SDC's bilateral technical assistance and humanitarian aid stood out, particularly in the area of disaster prevention. In general, increased coordination modalities between several SDC's instruments (bilateral programs, humanitarian aid, engagement in the field of peace and security, global programmes) were observed after 2000. During SDC's phasing out from Peru, some initiatives transitioned to SECO or global programs. A successful coordination format to improve coherence between donors, according to the available documents, were the “joint sectorial working groups” for the specific sectors, in which SDC actively participated.

[Ecuador's](#) SDC projects demonstrated good overall coordination, utilizing sectoral steering and collaboration with Swiss NGOs. Limited coordination was seen between SDC and SECO, with more clarity needed on joint initiatives. Cooperation with other international donors, especially Germany and the Netherlands, yielded synergies and efficiency gains, especially in the fields of financial services development and the commercialisation of agricultural products, according to documents and interviews.

[Honduras](#) exhibited mixed responses to the question regarding coherence of SDC bilateral cooperation with other SDC and Swiss activities in Honduras. The fairest formulation, as suggested by one interview partner, was that “*There were no important contradictions*”. In [Nicaragua](#) and [El Salvador](#), similar to Honduras, mixed views on coherence were observed. According to the HIC Team, there is limited information with regard to whether synergy potentials were fully exploited and duplications avoided. It seems reasonable to suggest that while certainly not all synergies were realised, there was no noteworthy competition with regards to partners and target groups between SDC, SECO and other Swiss actors and programs. It is noteworthy, however, that the Regional Strategies for Central America for the periods 1999-2005 and 2007-2012 were developed jointly by SDC and SECO.

In [Cuba](#), formal coordination has been limited, largely because national authorities were “leery and suspicious” of strong cooperation between foreign actors on the island. Donor coordination has for the most part been ad hoc, informal and project-specific. Against the backdrop of rather limited donor presence, such informal coordination

has widely been considered sufficient and effective, especially with the EU, active member states, and UN agencies. Recommendations from external evaluations have consistently been taken up by the SDC country offices, and measures to strengthen coherence were recognized in later evaluations.

In **Haiti**, SDC projects demonstrated good coordination within its activities. Key to this was the mix and high degree of flexibility of the instruments (bilateral cooperation and humanitarian aid). The integration of the embassy and the cooperation office as well as sharing of certain infrastructures and services further ensured the coherence of Switzerland's action in Haiti. While coordination among different SDC initiatives was strong, coordination with other international actors was criticized for lack of strategic alignment, particularly after the 2010 earthquake. Still, Switzerland was seen as an "honest broker" in facilitating discussions among donors.

2.2.3 EFFECTIVENESS

The OECD-DAC criterion "Effectiveness" is concerned with the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups. Based on the available documentation and interviews

Figure 4: Meta-Analysis | Effectiveness



The results achieved in **Bolivia** in the different sectors over the decades were **very diverse and broad**. The themes and sectors with the most prominent development results, according to the analysed documents and interviews, include amongst others the ones below. Some documents and interviewees suggested that a challenging aspect of SDC's project implementation was partly a lack of focus in the thematic orientation, implying that too many differently oriented projects were implemented at the same time, with SDC being unable to demonstrate sufficient know-how in some topics.

- **Rural development** with a focus on **agriculture**: livestock breeding, innovation and mechanisation of agriculture, seed production; the fruitful cooperation with the University of Cochabamba was noteworthy.
- **Decentralisation**, citizen participation, municipal democracy: SDC as pioneers, who worked in this field from very early (mid-1980s) on.
- Promotion of **vocational education and training**: successful anchoring of the dual education system in the relevant national institution.
- **Financial services** and microfinance: development of innovative financial services; significant contributions to the design of public policies, institution-building, and access to credit.
- Strengthening the **rule of law** and the judicial system and improving access to justice.
- **Natural resource management**, e.g. integrated water(shed) management and climate change adaptation.

According to the documentation, the overall effectiveness in **Peru** is positive, with concrete results at policy level, such as legislation for vocational training, for environmental protection and for decentralisation (e.g. two regional governments have policies and standards in the area of water and sanitation/water management). Moreover, results were achieved in the area of production of dairy products, local governance, technical education and economic development.

AGUASAN was a programme with particularly high effectiveness: highly effective results were reached in Cusco and Cajamarca, where AGUASAN supported the development of adapted technologies for the mountain regions and management instruments for the operation of the drinking water systems. It is estimated that 700,000 rural and urban residents benefitted from such projects directly and up to 2 million people in an indirect way.

The number of involved actors increased with time. The Peruvian government was seen for many years as the main partner with whom SDC managed to keep a good working relationship. However, whereas national stakeholders always played an important role (e.g. the Ministry of Agriculture), documents suggest that stakeholders at the local level found themselves often excluded from cooperation processes, particularly in the early years of bilateral cooperation. It seems that this changed with the stronger focus on governance topics by the end of 1990s. Still, SDC encountered limitations that were connected to the strongly centralist system in the country. Nevertheless, in line with decentralisation processes in Peru after the change of government in 2001, SDC strengthened cooperation schemes with targeted departments, and many projects were put into action directly with regional governments.

In **Ecuador**, a large part of evaluations and capitalisation documents were built upon testimonies, and quantitative assessments of the effectiveness of SDC's cooperation with Ecuador are scarce. Nevertheless, the extensive reporting efforts carried out during the phasing out years show that there is an overall positive perception of SDC's work in Ecuador, and that important results were achieved, particularly in the rural sector. The following achievements stand out:

- **Irrigation:** The scale and budget concentration of the social construction of the irrigation programme in Ecuador was atypical for SDC. In no other country was there a programme with such a high level of investment, continuity, and thematic concentration. It was not only successful in terms of access – allowing around 15.000 families to benefit from irrigation infrastructure – but also in promoting empowerment.
- **Agriculture and rural microfinances:** Regarding agriculture, the cooperation's approach was dealing not only with production, but also with commercialisation and capacity development. Complementary, rural microfinance programs supported by SDC allowed producers to access credit and financial services. The number of cooperative members increased by 130% between 1999 and 2008.
- **Natural resources management:** By working closely with indigenous communities and local actors, SDC contributed to build a new approach towards natural resources management, based not only on an environmental perspective, but also considering the socio-economic factors.
- **Good governance practices and vocational training programs:** Cooperating at micro- and meso-level and working closely with local governments supported strengthening institutional capacities. As for vocational trainings, the developed modules had a significant reach and were evaluated as positive and useful by the participants.

An important factor in Ecuador was the close work with the indigenous and rural population. Indigenous communities were among the main stakeholders reached by the cooperation, not as passive beneficiaries but as very active co-developers of projects.

For **Honduras**, the external evaluation for the Regional Strategy 1999-2005 states that the overall balance was positive with concrete results at the policy level (e.g. national water and sanitation strategy; MSME promotion policy; environmentally sustainable agricultural technology policy; public finance and budget policy), demonstrated adoption of methods and models at the implementation level (e.g. disaster prevention, agricultural technology transfer), success in capacity development and concrete, measurable development effects (e.g. food security and income improvements resulting from the adoption of 300.000 post-harvest silos).

SDC's Regional Strategies generally reflected on the results of previous strategies, however in most cases without specifically naming individual countries. Some examples that mentioned Honduras include:

- **Water and sanitation:** 80% of the population in SDC's project area has access to clean drinking water (achieved over the period 1993-1998), according to the Regional Strategy 1999-2005.
- **Employment and inclusive economic development:** In Honduras, SDC contributed to the creation of 30'000 new jobs in the cocoa, coffee and shrimp value chains, among others, 30% of which are occupied by women, according to the Regional Strategy 2018-2021.
- **State fragility and inclusive governance:** According to the Regional Strategy 2018-2021, in Honduras the issue of State fragility was addressed in both a sectoral and a cross-cutting manner. More than 3'000 young police officers, of whom 25% were women, were trained under a completely renewed curriculum. In neighbourhoods subject to violence, more than 14.000 adolescents benefited from training programs; 34% of whom got employed or formed a small business.

The external evaluation for the Programme period 1999-2005 states that, in **Nicaragua**, there have been major achievements at various levels of intervention in different sectors. At macro level, a series of policies or strategic papers have been elaborated and are being implemented nationwide such as the Technological Policy in the agricultural sector, Water sector strategy (in Nicaragua and Honduras), the proposal of policy for microfinance and Earning Cooperative Policy, the Policy for the Medium and Small Enterprises promotion (with public-private policy dialogue) and the Citizen participation law. Activities in macroeconomic support (general budget support) led to strengthening policy dialogue between government and donors and improving donor coordination. Support to the elaboration and release of the National Operational Development Plan provided the basis for the elaboration and approval of the Performance Assessment Matrix to monitor the progress of the different indicators by the donors involved in the Joint Facility Agreement.

Reflections included in SDC's Regional Strategy 2018-2022, mentioning Nicaragua, include:

- **Employment and inclusive economic development:** With new technologies and better access to markets, in Nicaragua 8.000 small bean and maize farmers managed to increase their income by 15% and 6.600 SMEs by 27%.

- **State fragility and inclusive governance:** Local Governance programs strengthened 17 rural municipalities in Nicaragua by helping the authorities to get more efficient and transparent with public spending and more accountable to the population.
- **Environmental vulnerability and climate change:** In Nicaragua, water harvesting with reservoirs and irrigation systems for 1.500 families was supported. By adopting measures to use water effectively, reforest their land and diversify their farm plans, 10.300 male and female farmers increased their resilience to climate change. As a result, they managed to increase the value of their annual production by an average of USD 195 per hectare.

With regard to **El Salvador**, concrete development results are usually couched in the description of achieved overall results at regional level, without specific indications for El Salvador. Therefore, just as was the case for Honduras and Nicaragua, good regional results were achieved in the water and hygiene sector, in which SDC was one of the most prominent donors. In the agricultural sector, the focus was on training in soil conservation and on farming methods, which led to increased food production and reduced harvest loss. One prominent successful example was the **POSTCOSECHA** programme. On the other hand, in the environmental programmes effectiveness was generally weaker. The focus was on the development and dissemination of new methods of sustainable resource management, including trainings and awareness-campaigns. In the area of disaster risk reduction, the **CORRES** programme in El Salvador provided municipalities with hazard maps, risk analyses and trainings on local risk management and raised awareness at the community level.

In **Cuba**, both external evaluators and SDC staff frequently highlighted the **above average value for money**, pointing to the significant results that had been achieved with comparatively small financial resources. The mid-term evaluation 2009 found the most significant results in the areas of **agriculture and housing**:

- 22% of the country's farmers participated in local innovation measures that have resulted in an "average increase in agricultural yields of over 75%, that 15.000 farmers have a silo to store their harvest without loss, and that 7 municipalities have or are in the process of developing a self-supply strategy for food" and "40 municipalities currently have a workshop that can produce the equivalent of 200 to 400 new houses annually".
- Moreover, "of the 75 municipalities implementing local development projects with SDC support, 61 (81%) increased their own budgets; 59 (79%) submitted their local development plan for public consultation; citizen participation increased from 20 to 58% on average; 39 (48%) municipalities created citizen information and advisory services".
- Around 3m people in municipalities with agricultural production projects have more and better quality products in local markets. The value chains of 9 agricultural products were improved. Energy from renewable sources was incorporated into the agrifood chains, increasing the annual electricity generated by 5 times.
- 1.277 women victims of gender-based violence received care in specialised services set up by SDC projects.
- As of 2021, 13.707 students in agriculture, construction and services (4,695 women, 1,218 socially disadvantaged and 76 with special educational needs) and 3,196 teachers are benefiting from improvements in TVE. 18.630 people benefited from the improvement or creation of jobs, 500 of them in cooperatives or private enterprises.

Interviewees moreover highlighted SDC's **excellent reputation** in the country and the trustful cooperation with Cuban decision makers and civil society alike, which have seen Switzerland become a valued partner in policy dialogue at the highest level, including, albeit to a limited extent, on sensitive questions surrounding the respect for human rights.

In **Haiti**, the mix and high degree of flexibility of instruments contributed to the effectiveness of SDC's engagement. Amongst others, the following achievements stand out:

- **Nexus approach:** A number of humanitarian-financed projects in Haiti, mainly in infrastructure development and disaster and risk reduction, pursue nexus thinking. These projects have a built-in local governance component in an effort to strengthen local capacity to respond to future crises. Further concrete development results can be seen in successfully planned transitions from emergency to a recovery operation and from recovery to development. A 2016 evaluation of SDC's Performance in a basic education programme shows that programme managers were able to maintain the innovations, networks and resources built up in the initial phase, even after the earthquake of 2010. The SDC-funded masonry programme led not only to new and safer schools in the aftermath of the 2010 earthquake but also helped professionalize masonry by establishing qualification standards and subsequently institutionalizing them in training institutions.
- **Stakeholders reached and capacities built:** The document analysis as well as interviews indicated that beneficiaries of projects were those most in need, especially in times of crisis. Also, SDC prioritised the

role of local actors in its interventions in Haiti. This enhanced proximity to the population thorough its direct offices in Jacmel and Port-Salut. While an evaluation stated the need to work more closely with intermediate and/or national level actors, several sources highlighted challenges when working with institutions in Haiti, given the weakness of the national level state institutions.

2.2.4 IMPACT

The criterion “Impact” can be described as the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify the social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion.

Figure 5: Meta-Analysis | Impact



The available information does not lend itself to ascertain much about SDC’s potential impact in the majority of the HIC countries, given that [comprehensive and methodologically sound impact analyses for SDC’s interventions are scarce](#). In addition, available project evaluations often did not include considerations on the projects’ impact either, but focused exclusively on the achievement of project outputs. This comes as no surprise, since impact evaluations only became more prominent in the 2000s. Having said this, based on the available documentation and interviews, the following seems justifiable:

Bolivia has witnessed some positive impacts in selected thematic fields. For instance, in [seed production](#), a capitalization from 2009 highlighted how it positively influenced overall productivity, farmers’ income, consumption, value chain creation, and food security. These outcomes collectively imply an enhanced quality of life. Concerning [technical vocational education and training](#), sustainability was achieved through capacity building and the establishment of enduring education and training structures. [Decentralization](#) efforts led by Switzerland significantly contributed to the development of a civic culture and a democratic institutional framework in Bolivia. These developments have the potential to effectively reduce poverty and consolidate democratic principles within the society. In addressing [climate change](#), different projects sensitized local authorities and the rural population, enhancing their awareness and training. This better equips them to adapt and bolster resilience in the face of climate challenges. Additionally, [structural changes in norms or systems](#) were made possible, such as SDC’s support for the decentralization process, anchoring the dual education system within the relevant national institution, and creating sustainable microfinance structures. Furthermore, policy dialogues at various government levels have played a pivotal role in shaping and implementing laws, policies, plans, and financial measures that foster a more development-oriented environment. Several interview partners, however, mentioned that the Swiss [influence on overall poverty reduction was clearly limited](#), mainly due to the limited financial resources (also in comparison to other bi- and multilateral donors).

In **Peru**, poverty reduction and the reduction of inequalities has been seen as the main objective of Swiss cooperation over the decades. SDC’s contribution to poverty alleviation at national level in Peru cannot be clearly pinpointed based on the available documents. On a regional level, e.g. in Cusco, SDC has significantly contributed to a higher [access to rural water](#) and has indirectly contributed to the reduction of poverty through their support to the most vulnerable population. AGUASAN represents a special case, as its impact on poverty in the Peruvian communities in the Andes was seen as particularly meaningful, due to its territorial and integral approach. The support to the [institutionalisation of processes](#) in national and regional counterparts was seen as one of the main achievements that Swiss cooperation interventions have achieved in the country. On a national level, Switzerland has also made a contribution to Peru’s adherence to the Paris Declaration on Harmonisation and to the adoption by the Peruvian Agency for International Cooperation of a new policy for international cooperation in 2007.

SDC’s bilateral efforts in **Ecuador** have yielded a palpable [reduction in rural poverty](#), particularly among families reliant on agriculture and livestock. The province of Azuay exemplifies this impact, where SDC’s initiatives, coupled with improved irrigation, propelled agricultural earnings, raising rural family income from USD 1.596 (2001) to USD 3.456 (2009). This boosted income has triggered two vital outcomes: reinforcing savings capacity and facilitating regular school attendance, improved housing, food security, and nutrition. SDC’s role in fostering new economic ventures like cheese and handicraft fabric production has not only invigorated rural economies but also generated fresh job opportunities for families. Three additional points stand out: First, with support from SDC, [indigenous communities](#) have gained recognition as legitimate stakeholders, transforming their political engagement. Second, a [shift in women’s roles](#) within agriculture has redistributed resource access and benefits within families, granting

them land, technical know-how, and microcredit. Third, the creation of an [environmental agenda](#) and its subsequent institutionalization is another significant impact of SDC's work in Ecuador.

In [Honduras](#), the external evaluation of SDC's engagement in the [water sector](#) (2020) states that despite the difficulties in documenting impacts, there is evidence that SDC WASH and IWRM interventions contributed to SDG achievements and led to significant improvements in the lives of poor and marginalised people. Evidence was found of longer-term expected and sometimes unexpected benefits. The external evaluation of SDC Regional Programme 1999-2005 (2006) ascertains that there have been major SDC supported achievements at various levels in different sectors. At macro level, a series of [policies or strategic papers](#) have been elaborated and are being implemented nationwide (e.g. Water Sector Strategy). Interviewees opined that while SDC was a comparatively small donor in Honduras, the interventions over the years surely had a (non-measurable) impact, mainly through the numerous [capacity building](#) activities that were undertaken and the policies that were influenced.

The Impact that SDC interventions might have had over the years in [Nicaragua](#) is equally difficult to reliably pinpoint as in the case of Honduras. Some promising examples can be found in the internal report on effectiveness of Swiss international cooperation in the field of employment 2005-2014 (2017), stating that one successful component was a [certification system for youths and employed workers](#) so they could receive officially recognised credit for successfully completing a course. The certification systems led to a new government strategy started via INATEC and a Department of Certification that issues vocational certification of 11.000 employed workers per year. Since the programme as a whole essentially modernized the courses offered by INATEC, future students would also benefit, and sustained employment impacts of the intervention were likely. The internal final report for Environmental, Risk Management and Climate Change Adaptation Programme (PAGRICC) (2020) ascertains that four [legal regulations](#) were approved on the retribution of ecosystem services, which help implement environmental measures in the Rio Viejo sub-basin.

In [El Salvador](#), detailed information on the impact of the programmes at bilateral level is lacking. The available documents (e.g. Regional Strategies) describe the results of regional projects, however without singling out El Salvador. Impacts are likely the case e.g. in the water and sanitation sector, however the HIC team cannot give further details on the contribution to poverty reduction and the reduction of inequalities in the country.

In [Cuba](#), recent years saw important changes to the legal and policy framework to which the SDC Programme directly contributed through results and lessons learned produced from local activities and high level advisory provided by Cuban SDC staff. The Annual Report 2021 underlines: "The key achievement of the 2017-2021 strategic cycle is to have translated the main innovations supported by [the Programme] into new laws and public policies", for instance:

- [2019 Constitution](#): recognises municipal autonomy, role of non-state actors and mechanisms for direct citizen participation; sanctions discrimination based on gender, sexual orientation, colour, etc.
- [Territorial Development Programme](#) (2020): formalises the Local Development Strategy as a standard tool for decentralised local management.
- [National Plan for Food Sovereignty and Nutritional Education](#) (2020) and State Plan to Confront Climate Change (2017): favour productive management with local resources, consultations between the public and private sectors, value chains and practices for adaptation to climate change and the use of renewable energy sources.
- [National Programme against Racism and Discrimination](#) (2020) and Programme for the Advancement of Women (2021): recognise equity gaps associated with gender and race and propose targeted actions for their mitigation."

In addition, the creation of the National Institute of Territorial and Urban Planning that is entrusted with strengthening the role of municipal and provincial development strategies, gives an indication of structural change in a key area SDC programmes have been active in over the past decades. This holds true also for the work of the Office of the Historian of the City of Havana, a long-standing cooperation partner of SDC in Cuba, whose management model based on important participatory mechanisms in planning and budgeting has been declared a national standard and its replication across the country is supported by Government.

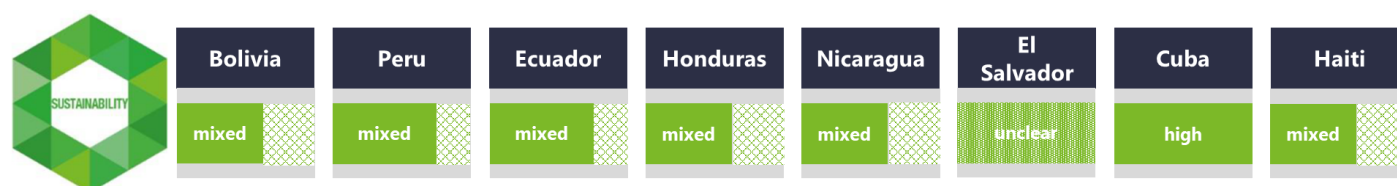
Despite the [Haiti](#) programme being young, some impacts can be seen, especially at community level. Further long-term institutional changes can be seen along the focus areas, herein local governance, agriculture and food security as well as employment and economic development. For instance: The 2022-24 strategy reflects on interventions in the [Local Governance](#) area and concludes that SDC's engagement has contributed to a better understanding of territorial governance by local actors. The governance of [WASH](#) is seen as one of the success stories that has enabled several municipalities to strengthen their roles, establish their authority, and contribute to improved access to services for the population. In the area of [Agriculture and Food Security](#), local actors, both individual and institutional have been enabled to strengthen their food security and build a dynamic local economy network. A

general improvement of living conditions in rural areas is highlighted in SDC's strategies and evaluations. One example being that technical improvements have enabled thousands of families to ensure greater local food availability and to achieve a higher level of income. Interventions in the [Employment and Economic Development](#) area have contributed to the development of a national policy for social protection in Haiti. Necessary conditions to allow the institutional anchoring of this process are currently built, and an overall improvement in resilience and social inclusion at the level of the intervention areas has been observed. However, the high rates of criminality, strong migration "brain drain", a lack of continuity in elected offices and administrations and corruption challenges the achievements.

2.2.5 SUSTAINABILITY

The criterion "Sustainability" tries to measure extent to which the net benefits of the intervention continue or are likely to continue. Ideally, it includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time.

Figure 6: Meta-Analysis | Sustainability



In general, most interview partners confirmed that, although there are definitely some positive examples in [Bolivia](#) in which sustainable results were achieved, sustainability of project successes and the handing-over to local partners has over the decades been challenging due to i) political instability, ii) frequent changes of personnel in partner institutions, iii) a lack of adequate competences in the partner institutions and iv) heavy bureaucracy.

What is likely to remain are the capacities built and the achieved technical know-how of the reached beneficiaries. Positive examples can be found in the area of [decentralisation and citizen participation](#), where SDC's early experiences from engaging in improved citizen participation at regional and local level from the mid-1980s onwards were effectively incorporated into national efforts to decentralise the Bolivian state from 1995 onwards (Ley de Participación Popular), [microfinance](#), where SDC contributed to building sustainable structures in this area, and projects with [Bolivian NGOs](#) could in many cases be handed over to them.

In [Peru](#), the achievements in [water management and agricultural programs](#) stand out as successes today. According to those interviewed, SDC's interventions have played a pivotal role in shaping the national water management system and a comprehensive rural water program. These initiatives continue to be implemented by the government, directly and indirectly benefiting over 2 million individuals. Upscaling was successful in the rural water management sector. It continued to be a part of the Peruvian Government policies and was an example not only for other SDC water projects in the region, but also for other donors, such as the IDB. [Hindering factors](#) to sustainability include the frequent shifts in the Peruvian Government. These transitions have led to disruptions in the continuity of development strategies from the Peruvian counterparts. While strategies between SDC and the Ministries concerned were agreed upon, they often faced upheaval with the advent of new administrations. Since 2001, no Peruvian president has managed to secure a consecutive second term, contributing to this challenge.

During the phase-out process in [Ecuador](#), SDC deliberated on who should take over the projects. Various factors, including economic and financial considerations, played a role, as well as a resolute commitment to uphold the strong bonds and trust forged over the years of Swiss cooperation among diverse stakeholders. The [primary challenge](#) in all instances was ensuring financial sustainability post SDC's departure. Nevertheless, certain outcomes managed to endure over time, largely attributed to the assistance provided to local technicians and experts. [Capacity-building initiatives](#) were internally driven, cultivating a Training of Trainers effect. The acquired techniques and skills remained ingrained within the communities, and a number of projects initiated during SDC's initial cooperation period, such as the cheese factories, continue to function today. In terms of institutionalizing these achievements, encouraging instances include the [vocational training model](#), implemented during the phase-out years, and the formulation of environmental policies facilitated with SDC's support. Lastly, SDC's contributions to [savings cooperatives](#) and [rural microfinances](#) continue to be discernible in the current landscape.

In [Honduras](#), an external evaluation noted discernible institutional shifts in [disaster risk reduction](#) (DRR), marked by the adoption of a systemic approach, encompassing policy advocacy, the formulation of public management models, the creation of application methodologies and tools, the bolstering of capacities among officials and professionals, and the implementation of localized experiences in risk management and climate change adaptation. Furthermore, the mid-term external evaluation of the Programme to Support Reforms in the Justice and Security Sector in Honduras (2017) expressed optimism regarding sustainability. Similarly, the external evaluation of the Programme for the Strengthening of Human Rights and Social Audits (2019) speaks of a "unique opportunity" for

sustainability. Another facet emerges from the external evaluation of SDC's engagement in the [water sector](#) (2020), which underscores the early adoption of a deliberate scaling-up strategy. SDC's involvement at the project and sub-national levels catalysed enhanced [local governance](#) marked by participatory frameworks. This self-sustaining approach efficiently mobilized funds and replicated successful models, reducing reliance on external support.

Few internal and external evaluations in [Nicaragua](#) include solid examples of the likelihood of a continuity of SDC-induced effects. Examples are the external evaluation of Strengthening and Academic-Scientific Innovation in Disaster Risk Reduction and Adaptation to Climate Change (2013-2017), concluding that the sustainability of the results and benefits of the intervention is very likely, given the strong anchoring of the intervention in the political-institutional framework. The external mid-term evaluation of Innovation and dissemination of technologies for adapting agriculture to climate change in Nicaragua ([AGRIADAPTA](#)) (2016-2020) states that some conditions, such as the individual and organisational capacities, favour the continuity of the project's actions. Also, the external evaluation of [Watershed Rio Dipilto Programme](#) (2016-2019) finds that institutional sustainability was substantially improved since both Local Governments and entities such as the New Fund for Social Investment for Emergency and National Authority for Water have assumed commitments at the end of the first phase.

No detailed information on the sustainability of SDC's engagement in [El Salvador](#) is provided in the available documentation. Snippets include: the integration of bilateral projects and pilot experiences into broader national programs was often addressed at a late stage during the phasing-out process and seemingly not during the project design phase. With regards to a potentially lasting application of new technologies, it was stated that while most of the developed techniques and introduced innovations were relatively easy to apply and to be adopted by target groups, other technologies were not economically affordable by the poor.

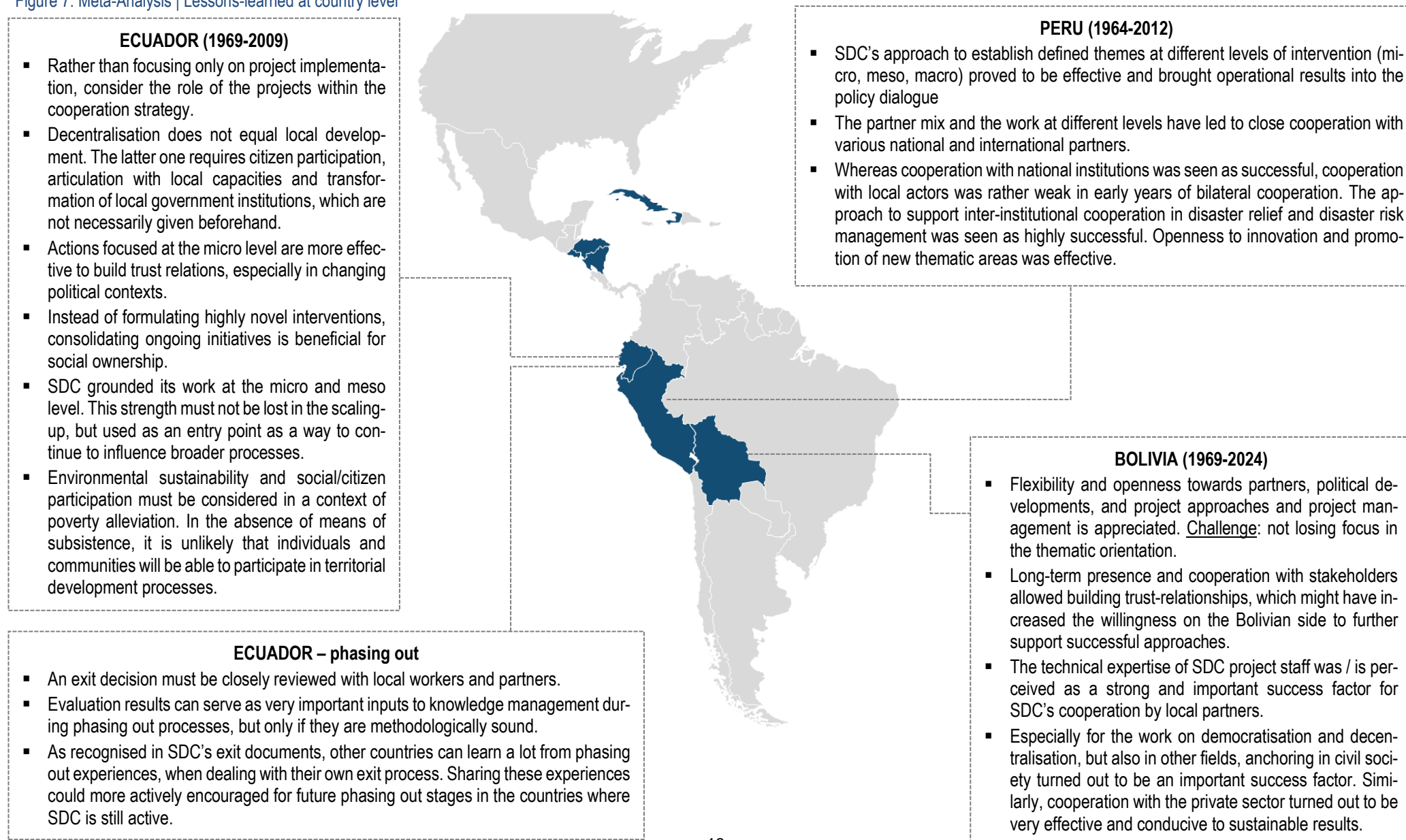
The [Cuba](#) Programme is very distinct from others, due to the specific country context. Local SDC staff are in fact temporarily seconded staff of government administration, universities, and other public bodies. All activities carried out by the programme are subject to intense scrutiny and prior approval by the relevant government authorities. While this has regularly been reported to be slowing down project work, it also created [unprecedented integration into the cooperation system](#) and unusually [high ownership](#) of partners. Evaluations have pointed out the need to assure systemic anchoring of the local initiatives supported by SDC. In recent years, there is evidence that this has been rather successful thanks to direct advisory to high-level decision-makers provided by SDC experts, a result of years of investment into building trustful relations. Following the decision to end the Cuba Programme by 2024, SDC was quick to plan an "integrated strategy for knowledge management and communication, aimed at assuring sustainability of results and accountability", which would focus on "technical products to support training and the scaling of innovative practices, for the implementing institutions; policy advocacy products, aimed at leading national public policy institutions...". The strategy is currently being developed for implementation in the upcoming two years. Activities until 2024 prioritise the consolidation of achievements to date along with their replication and upscaling for lasting and systemic effects.

In [Haiti](#), SDC's engagement mainly focuses on an individual and community-based approach. Some of the established local structures with good and trusted networks remain through SDC's practiced global vision of governance. Switzerland has created a [long-lasting good reputation on all levels in Haiti](#) which will likely be continued in the context of Swiss humanitarian aid interventions. However, it is feared that the accelerated exit and abrupt termination of some programs may have an impact on its reputation, in terms of reliability. Some examples where a continuity can be seen are include the projects REGLEAU and PROMES. In [REGLEAU](#), the national body responsible for water, envisages to replicate the developed water system in other parts of the country. It aims to continue the programme with monetary assistance from the World Bank and IDB. The project is an example of the Nexus where methodological approaches are shared between DC and HA. In [PROMES](#), the objective is to transform this project in the field of social protection. The World Bank will take over the project approach in Grand'Anse with the same partners. Further, the EU has expressed interest in replicating the project in the North-West region.

One independent evaluation from 2019 focusing on the linkage of humanitarian aid rates SDC's sustainability as "Medium" in this context. However, according to interviewees the linkage has tightened and humanitarian aid will be able to successfully continue operating.

2.3 HIGHLIGHTS & LESSONS LEARNED ON COUNTRY-LEVEL

Figure 7: Meta-Analysis | Lessons-learned at country level



CENTRAL AMERICA

General

- Modalities of co-financing with partners and target groups helps to promote sustainability and ownership of actions. Financing a sector-wide program and IFI co-financing can be effective for up scaling.
- A multi-stakeholder approach makes programs stronger.
- Implementation usually works more smoothly, where SDC is well known and has an established trust relationship with the partners.
- Evidenced-based M&E and knowledge management is crucial for results-oriented programme management.

Honduras (1978-2024)

- Direct implementation (by SDC in-house staff) of programs is not the most efficient modality when programs become bigger and more numerous.

Nicaragua (1979-2024)

- In times of governance crisis (2018):
 - The high degree of cooperation with government partners proved to be an aggravating factor.
 - Stronger and more confrontational positions might be warranted in order to try to have more impact on governance decisions.

El Salvador (1987-2008)

- See above, no specific additional lesson learned.



CUBA (2000-2024)

- The focus on local solutions has been effective and was later successfully translated into changes in the legislative and policy framework.
- Placing emphasis on improving processes ("doing things differently") can help introduce principles and values that pave the way for more wide-reaching changes.
- Above-average national ownership increases likelihood of sustainability of contribution
- Possibly more likelihood of impact if an approach or methodology is tested more widely in different parts of the country instead of only regionally.
- Value for money: emphasis on capacity development (as opposed to vast direct financing of goods and services). Strong Swiss visibility at comparatively little cost.
- Trusted partner: absence of a hidden geopolitical agenda.
- Prominent role of national programme officials as a key factor in the successful development of the Cuba Programme.
- Local mandates require strong involvement by SDC staff, comparable in terms of workload to programmes run by SDC itself.

HAITI (2006-2024)

- SDC's comprehensive approach and high degree of flexibility in instruments (DC and HA) is seen as a great strength that allows flexibility in designing and implementing programmes.
- Although SDC envisages an integrative approach, it is not yet applied in all projects and programmes. Support needs to address fragility as a means to promote development through long-term planned change processes with a holistically coordinated vision and mindsets at all levels.
- An important success factor turned out to be the geographic and thematic concentration in the Southern Region (increased synergies, better coordination of actions, improvement in results).
- In the complex and fragile ecosystem in Haiti, it was a successful approach to focus on the local level, build trust with local partners and subsequently work at departmental and national level.
- SDC's role as honest broker, without double agenda and trusted long-term network helped in the implementation and coordination of programmes.

Figure 8: Meta-Analysis | Highlights at country level

BOLIVIA

- SDC turned out to be a **successful pioneer** in some thematic fields in Bolivia: In areas such as **microfinance** or **decentralisation** SDC started its engagement from very early on and pursued the focus with staying power, in some cases for decades, culminating in the sustainable anchoring of proven approaches in standards and laws.
- SDC's very active engagement in **donor coordination** and the proactive launching of exchange formats and groups in Bolivia also stood out. It turned out to be a success factor for effective project implementation.
- Even though not Bolivia-specific, the **territorial long-term engagement** with geographic priorities which in many cases remained stable for the whole period of SDC's cooperation in the country is noteworthy.

PERU

- Peru represents a unique case, where **different cooperation instruments** were used at the same time. Despite the fact that Technical bilateral cooperation ceased out, Peru continues to represent an important country for Swiss Development Cooperation, having achieved the transition from traditional bilateral cooperation to a new approach adapted to the needs of a middle income country.
- The **AGUASAN** Programme was seen as highly successful not only because it provided water and sanitation infrastructure and participatory management structures to the most vulnerable population, but it also succeeded in promoting empowerment processes of these populations.
- SDC has been one of the first international development actors in the important topics of climate change and **natural disaster risk reduction** programmes in Peru. The global thematic programmes in these topics continue to be implemented in the country as anchored in a long experience (20 years) and strong partnership.

ECUADOR

- **Highlighting the social nature of infrastructure projects:** as mentioned above, the **irrigation project in Ecuador** was a very special initiative during its time. One of the keys for its success was the involvement of the local communities in the construction and later management of the required infrastructure. This connection was particularly important regarding the project's sustainability and the multiplying effect of its benefits.
- **Putting empowerment into practice:** the **Swiss cooperation office** was in close contact with the rural and indigenous communities in almost all stages of the different projects, going from its design and up to its finalization and handing over to the local actors. This approach was not generalized –especially during the 70' und 80'– among other donors, and even within the governmental institutions.
- **Creating connections between the rural and the urban:** the **territorial approach** aimed to connect these historically **divorced realities**, and to increase both the job opportunities and the economic benefits that result from working in productive chains from a whole perspective. Some of the small enterprises (cheese factories, for example) that were created in SDC's active years in Ecuador are still operative nowadays, and they continue making the best out of this urban-rural dynamic.

HONDURAS

- **POSTCOSECHA** is known by everyone and constantly referred to due to its **overall positive balance between 1984 and 2009**, upscalability and light house effect.
- **For the programing periods 1999-2005 and 2007-2012** the **Regional Programs were elaborated jointly between SDC and SECO**, likely causing extra impetus for sector programming in the area of SME promotion and economic development in Honduras
- In recent years, very **strong visibility in the water governance** sector in Honduras, including high appreciation by governmental counterparts.

NICARAGUA

- Switzerland has been [at the forefront of general budget](#) support in Nicaragua since its inception in 2005, investing over USD 5 million per year and chairing the budget support group in the periods on various occasions.
- Due to SDC's long-standing and successful engagement in the water sector, Swiss support [has provided 285.000 persons with access to drinking water](#) in Nicaragua.
- Even [during the period of massive governance crisis and fragility \(2018 onwards\)](#) SDC managed to stay engaged based on a [comprehensive reflection and technical and financial reorientation](#).

EL SALVADOR

- [High effectiveness and good results](#) have been achieved in the [water and hygiene](#) sector through the [AUGASAN](#) programme that was successfully replicated in El Salvador that generated access to drinking water and training on sustainable water supply and maintenance.
- The regional [POSTCOSECHA](#) programme, which was also implemented in El Salvador, made a notable contribution to the nutritional situation of the rural population of El Salvador.
- [Innovative nexus approach](#) through the connection of humanitarian aid and technical cooperation at municipal level after the devastation of Hurricane Mitch: the programme PREVAC built upon humanitarian aid efforts and promoted through technical cooperation the development of a system of disaster prevention at municipal level which can be seen as an early successful example for a nexus between humanitarian aid and technical development support (2001-2004).

CUBA

- SDC with [strong visibility](#) in international cooperation with Cuba.
- National programme officials already prior to SDC engagement [prominent experts and champions](#) in their field – widely confirmed to be strong advantage of Swiss cooperation in Cuba.
- Local mandates and [close integration with partner system](#) assured above-average ownership of Cuban actors.
- Switzerland perceived as [development partner at eye level](#) and without hidden geopolitical agenda – this also allowed SDC to both stimulate discourse and actively work on new topics that up to then were considered political taboos (e.g. decentralised government, gender equality, racism).

HAITI

- High effectiveness has been achieved through an [early and innovative adaptation of the nexus approach](#) and successful project [transitions from emergency to recovery operation and from recovery to development](#).
- [Thematic priorities were strengthened by cross-cutting themes](#). In Haiti, the focus over the years lay on local governance, gender and disaster risk reduction. Switzerland's commitment to promoting [culture as a cross-cutting theme](#) was also particularly successful, [adding value to Swiss cooperation based on diversity, dialogue and inclusion](#).
- High effectiveness in projects (e.g., REGLEAU and PROMES) have been achieved through a [geographic concentration](#).

3 SYNTHESIS OF THE THEMATIC DEEP-DIVES

As a reminder, the sectoral **Deep-Dives** focused on the five LAC countries in which SDC is currently still active, i.e. Bolivia, Honduras, Nicaragua, and Cuba. They were supposed to capitalize SDC's achieved results in specific sectors / thematic areas, and identifying lessons learned.

Table 3: Deep-Dive overview

COUNTRY	TOPIC	# PROJECTS INCLUDED	TEAM	FIELD MISSION
Honduras	Economic Development	7 projects	Jan Prothmann & Sergio Ramirez	12.-24 Mar 2023
Nicaragua	Water (Governance) and Sanitation	9 projects	Nadia Kovalcikova & Oscar Escobar	12.-24 Mar 2023
Bolivia	Rural Development with a focus on Agriculture and Climate Change	5 projects	Denise Paladines, Tomas Keilbach & Alba Gamarra	28. Feb - 10 Mar 2023
Haiti	Local Governance and Resilience	9 projects	Katharina König, Tomas Keilbach & Gutenberg Leveille	27. Mar - 07. Apr 2023
Cuba	Local Development	9 projects	Sascha Kuhn & Yadan Figueroa Felipe	12.-24. Feb 2023

3.1 BOLIVIA | RURAL DEVELOPMENT

3.1.1 DEEP-DIVE SECTOR | SNAPSHOT

The below table summarizes the **projects that were included in the deep-dive** in Bolivia. The selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the thematic area "Rural Development".

Table 4: Projects included in the deep-dive Bolivia | Rural Development



PROJECT OBJECTIVE PERIOD VOLUME
Biocultura y cambio climático: Building resilience and adaptation to climate change in vulnerable communities in the Andean region of Bolivia to improve the economic, social and cultural situation of indigenous and peasant communities, in line with the Bolivian National Development Plan and the <i>Vivir Bien</i> paradigm. The last phase seeks to consolidate, at the national and subnational level, the biocultural territorial management approach. <u>Period:</u> 2009 – 2023 (3 Phases) <u>Volume:</u> CHF 29.05 Mio (total volume for the three phases).
Mercados Rurales / Mercados Inclusivos: The project seeks to improve the income level generated in agricultural production units so that they are linked to the market in a competitive yet sustainable way, promoting the intensification of agroecological agriculture. Phase II implemented a co-financing modality between the Swiss and Swedish cooperation agencies. The last phase incorporated the improvement of resilience capacities understood as resources within the program. <u>Period:</u> 2013 – 2025 (3 Phases) <u>Volume:</u> CHF 14.5 Mio (total volume for the three phases), USD 7 Mio from SIDA for Phase III.
Apoyo Sistema de Innovación Agropecuario: To promote technological, commercial and institutional innovation and to create added value in the agricultural development of Bolivia, raising the agricultural income levels. The second phase aimed to transfer this knowledge and know-how to the legal instance defined by the State (INIAF) responsible for leading innovation processes in Bolivia. <u>Period:</u> 2007 – 2017 (2 Phases) <u>Volume:</u> CHF 15.5 Mio (total volume for the two phases).
Proyecto de Investigación Aplicada para la Adaptación al Cambio Climático – PIAACC: To generate knowledge, capacities and technologies that promote resilience of the rural population against Climate Change; while at the same time strengthening research capacities of the Bolivian University System. Implementation of applied research projects and incidence in public policies. <u>Period:</u> 2014 – 2023 (2 Phases) <u>Volume:</u> CHF 6.5 Mio (total volume for the two phases).
Gestión Integral del AGUA – GIA: Improving the sustainable use of natural resources (mainly water) within the framework of municipal territorial management for a better life quality of the Bolivian population. The project aimed to strengthen water governance, and to actively contribute to the creation of sectoral public policies. Towards its last phase, the project sought to consolidate the "National Basin Plan". <u>Period:</u> 2010 – 2022 (3 Phases) <u>Volume:</u> CHF 33.7 Mio (Total volume for the three phases).




A **Historical Political Timeline** exemplifying important context factors relevant to the sector “*Rural Development*” over the past 20 years is included in Annex 6. A **Thematic Theory of Change**, developed by the HIC Team, can be found in Annex 7. Selected points to keep in mind when reading the below capitalization results and lessons learned are the following:

- The last two decades in **Bolivia** were marked by an **accelerated reduction of poverty and inequality**, with relatively small increases on both indicators during the COVID-19 pandemic. This significant poverty reduction was framed in the context of the high raw material prices during the commodity boom and the MAS Government, the first one with indigenous origins in the country.
- The MAS economic policies achieved tangible results during the beginning of its ruling period. These results were recognized with a strong popular support during the first phases of Morales’ government, which resulted in a **stable political scene in Bolivia for over a decade**.
- However, and despite the country’s achievements in poverty reduction and inequality between 2006 and 2014, **there is still important work to do to consolidate these results**. ILO statistics estimate that around 80% of the population works in the informal sector. Moreover, coca leaf production and smuggling and illegal mining play a major role in the country’s economy.
- Also important to notice is the **expansion of agro-industrial crops**, particularly in the eastern lowlands of the country. Large-scale agricultural activities, including soybean cultivation, have expanded into previously forested areas such as the Chaco and Amazon regions. This expansion has been associated with deforestation and land conversion, leading to concerns about the loss of biodiversity, carbon emissions, and impacts on indigenous communities. Land disputes and conflicts have arisen between small-scale farmers, indigenous communities.
- **Marked income disparities between the rural and urban area persist**, and they are aggravated by other factors such as ethnic group and gender. There are also manifest differences in terms of multidimensional poverty: rural areas still have limited access to quality infrastructure and public services such as electricity, education, health facilities. Small and family farming play a significant role not only in terms of subsistence for the rural families, but also in national food security and the internal local market.

3.1.2 OECD-DAC CRITERIA

Table 5: OECD-DAC criteria | Deep-Dive Bolivia

CRITERION	SUMMARY
 <p>HIGH</p>	<ul style="list-style-type: none"> ▪ SDC’s support in the rural development sector remained relevant through the last two decades, comprehensively dealing with climate change adaptation and mitigation, food security, resilience, but also working along the rural structural problems, such as the low productivity of small-scale agriculture. <i>Biocultura</i> and PIC are good examples: while maintaining the overall goal of poverty reduction, they have managed to integrate new paradigms and concepts such as <i>agroecology</i> in their activities. ▪ The systemic approach was pertinent. One key element of this approach is recognizing the intersectional difficulties of the rural sector in Bolivia, in which vulnerable economic conditions (poverty, limited access to basic services) converge with social marginalization (by means of gender, ethnicity) and lack of financial and human resources for a more efficient agricultural production. Through projects like <i>Mercados Inclusivos</i> SDC addressed the multi-faced obstacles that hinder rural development. ▪ The projects’ objectives in the sector are in line with development priorities of the country.
 <p>HIGH</p>	<ul style="list-style-type: none"> ▪ There is internal coherence within the different projects in the sector, which is supported by SDC’s sound project management and the networks that have been built through SDC’s active decades in Bolivia. ▪ A close relation with the implementers has been another key factor to assure coherence. Thanks to the long-term joint work performed by them and SDC, they have been able to sustain a common thread in the interventions across time. This is reflected in GIA: while approaching the water management sector in line with the current trends and needs in the sector, it also uses experiences from previous projects, such as PRONAR (former Programa Nacional de Riego), PROCUENCAS, etc. ▪ There are also positive outcomes in terms of coherence with other donors and external actors. A case in point is the last phase of <i>Mercados Inclusivos</i>, which is co-financed by SIDA and SDC. This form of trilateral cooperation has become a positive reference of new forms of cooperation and joint work between donors.

CRITERION	SUMMARY
 <p>HIGH (generally)</p>	<ul style="list-style-type: none"> SDC has significantly contributed to improve agricultural production through technical assistance. The evaluations show positive results, which translate into higher levels of income for the families whose main source of income is agriculture. For instance, the PIC project made significant contributions in terms of innovative mechanisms on agricultural production, raising awareness within the communities about food security and increasing the levels of productivity on small scale agriculture. The PIAACC Project brought to light the importance of strengthening research within the national universities to create endogenous innovation environments. 67 research projects were executed, on topics such as integrated water management, territorial management and biocultural diversity, food security and sovereignty, DRR and intercultural climate modelling methodologies and social management for climate change. Consolidated networks within the sector are also part of SDC's legacy in Bolivia. Different institutions have had the opportunity to meet in different SDC projects, which has allowed to create a trust environment but also a solid commitment for dealing with the challenges of the sector. These networks and platforms are not only useful for actors to meet and recognize their potential synergies -as in the case of Biocultura or PIAACC I and II-, but they can also be turned into an instrument to reach political instances, as in the case of GIA. Micro and rural finances are also not new in SDC' history in the sector. <i>Mercados Inclusivos</i> has been the most noticeable project in this area for the last 20 years, not only by providing standard tools for financing but also fostering access to insurance through the <i>Seguros Inclusivos</i> initiative. Regarding the implementation of a gender approach, not all interventions have achieved a transformative effect. There is still room for new actions, whose impact goes beyond diagnosis and awareness-raising level.
 <p>HIGH (generally)</p>	<p>The different evaluations show that, considering their context and scope, SDC's contribution to poverty reduction has been positive. Selected examples:</p> <ul style="list-style-type: none"> Through <i>Mercados Inclusivos</i>, small enterprises have access to financial resources that they otherwise would not have. Access to financing remains as one of the key challenges for reducing poverty in rural areas, not only restricting the fulfilment of vital needs but also hindering the possibilities of economic stability. The PIC project stands out due to its bottom-up structure, which shows the importance of creating innovation and better practices locally, not for the farmers but with them. During its period of activity, PIC was very effective in terms of increasing the income level of the participating families. SDC made significant contributions in the regulatory field, especially by supporting the elaboration of the Framework Law of Mother Earth and Integral Development for the Vivir Bien (better known as "Ley 300"). Beyond the concrete contribution to the regulatory framework, SDC showed a serious commitment to strengthen interculturality, by working hand-in-hand with the notions of ancestral knowledge, dialogue of knowledge (diálogo de saberes). Improving food security through efficient climate change adaption: In the context of PIAACC, the local community in Micaya has more technical resources in order to adapt to climate change, and therefore to ensure food security within the community.
 <p>HIGH (generally)</p>	<p>Despite the difficulties when trying to measure the extent to which a contribution will remain, most interviewees suggested that "Swiss know-how" will be the major legacy of SDC in Bolivia. Examples include:</p> <ul style="list-style-type: none"> Innovation programs <ul style="list-style-type: none"> PIAACC has now solid foundations, and is actively looking for alternative sources of funding. Moreover, it has advocated for state-financed funds for research, a discussion that eventually led to modify Law 1493 on 2022, which now contains a Fund for the Promotion of Science and Technology Development. Several interviewees pointed out that Innovation Programs tend to be uninteresting for the local and national governments, as the results from such programs are only seen in the long-term. PIC contributed to create an ecosystem of relevant experts and institutions in the sector, which can support innovation programs in the long-term and which is not completely dependent on state initiatives. Multidisciplinary approaches to former 'technical' problems <ul style="list-style-type: none"> GIA Stakeholders now identify the relevance of water management with regard to climate change, they recognize the need of a multi-level governance on the water sector, and they have even gained valuable experience in the search for external financing and the best ways to manage it. Lack of funding limits certain initiatives: The reduction or lack of funding emerges as a real challenge after SDC's phasing out. The basket fund experience illustrates this. Its implementation was very successful, but it seems unlikely that such experience can be replicated in other sectors, as international cooperation offices are starting to close their portfolios in Bolivia. Any further similar initiative will depend on the ability of participating stakeholders to mobilise national and local resources, and to build the political consensus that a common fund demands.

CRITERION	SUMMARY
	<ul style="list-style-type: none"> ▪ A final reflection on the future of ongoing projects, <i>Mercados Inclusivos</i> and <i>Biocultura</i>: <ul style="list-style-type: none"> ○ <i>Mercados Inclusivos</i>: The possibilities of continuation seem likely, as the trilateral cooperation established between SIDA, SDC and the national partners has evolved positively, and SIDA is more than prepared to carry on with the project until 2025. <i>Mercados Inclusivos</i> works with such an extended network that both their successes and failures cannot be attributed only to the cooperation offices or its implementing partners, but also to the whole conglomerate of stakeholders participating in the project. ○ The outlook is less optimistic for <i>Biocultura</i>. The implementing partners stressed the difficulties they have in finding financing from other bilateral cooperation offices or organisations. An alternative future for the project would be its institutionalization, yet the required conditions for this seem also unfeasible, as the agroecological approach does not seem to entirely fit in the broader spectrum of stakeholders. In the HIC team's opinion, the sustainability of <i>Biocultura</i> will rely heavily on the project's own efforts to lever new funding, efforts that can be supported by a clearer communication of the project's approach and its implemented actions; as well as by a stronger socialization of the agroecological perspective and its potential in Bolivia

3.1.3 SECTORAL & INSTITUTIONAL LESSONS-LEARNED

Lesson 1: Agroecology is a long-term commitment, and is a promising approach to work on the nexus between climate change adaptation, food security and agriculture. However, the limitations and challenges of this approach need to be thoroughly assessed and actions against these constraints have to be addressed.

Biocultura has made a remarkable effort into the integration of an agroecological perspective in its area of intervention. Moreover, it has open a door of discussion about this approach and its relevance in Bolivia, working in parallel with the local and national government levels. By doing this, it became clear that the context for the expansion of agroecology is adverse in Bolivia: the agricultural sector is, on the one hand, heavily determined by the agroindustry; and, on the other hand, severely constrained by the low productivity of small, family agriculture. Further research is required in order to understand how can agroecology 'compete' with regular agricultural practices, so that it can be sustainable over time.

Agroecology also stresses out the importance of conserving biodiversity and of rethinking the cultural and social dimension of agricultural production in order to deal with CC challenges, walking along the thin line of learning from the ancestral and local knowledge while looking into the future. *Biocultura* has dedicated significant efforts to the revaluation of native knowledge, and at the same time, it has worked hand-in-hand with more than 400 communities to define resilience mechanisms to face CC. Regarding the latter part, several interviewees pointed out that the agroecological approach still needs to be refined, so that its practices are tangible and clearly defined. They also pointed out to the need of balancing between making the best use of the available native knowledge, without losing of sight the challenges of the future.

Lesson 2: Food production, planting and harvest cycles and the connection of men and women with nature have a cultural, spiritual and historical dimension in Bolivia, which have to be taken into account during project implementation in order to build true ownership with the beneficiaries. Moreover, these 'other' dimensions can also turn into tangible economic activities – tourism, gastronomy, etc.

The most pleasant experiences narrated by the interviewees are those in which beneficiaries can make the most out of a project while being in harmony with their traditions, their beliefs. This can be clearly depicted in the case of food security: *Biocultura*, *Mercados Inclusivos* – PIC to a certain extent –, which have worked closely with the communities, supporting them for rescuing diverse seed varieties, promoting the consumption of traditional (and highly nutritional) food, creating awareness of the nutritional and cultural Andean patrimony within the communities. Together with local organisations such as *MIGA*, new networks have been established, and together with food products, the knowledge and history behind them is also being transmitted to the members of these networks – restaurants in the main cities, local and foreign tourism agencies, universities and research institutes.

Lesson 3: Climate Change is already posing significant challenges for the rural sector of Bolivia – unexpected droughts and rain, record temperatures, among others – threatening the means of subsistence of the rural and indigenous population. The impact of the bilateral cooperation in this regard could benefit from concrete, short-term actions in addition to a long or mid-term action plan.

Climate change adaptation and mitigation also require short-term measures. Research projects within the PIAACC attempt to deal with these different time horizons: some projects seek to solve the most immediate needs of the population by, for example, supporting them with the construction of greenhouses to diversify food production under climate-related extreme events; while other projects deal with biological/technical mechanisms to improve agricultural production under harsh weather conditions. However, the central purpose of this project is to encourage research rather than to provide immediate solutions. It might be interesting to explore new possibilities of

engagement in other complementary areas around CC adaptation and mitigation in the rural field. Low-cost tools to generate weather/climate data or early warning systems which are known and run by the communities would be examples of these complementary fields.

Lesson 4: Migration of younger generations to the cities has a profound impact on the rural society. The population remaining in rural areas is aging, and the percentage of women in the rural population is increasing, which creates new demographic and social realities.

The structural problem of rural-urban inequality remains in Bolivia: monetary income, access to public services and infrastructure are still notably lower in the rural areas in comparison to the cities, so migration is still the first option for many young adults, especially men. As a result, entire communities have become ghost towns, whose main residents are either kids under the watch of their mothers or grandparents, or the elderly population. This poses a major difficulty for projects seeking for innovation and creation of resilience capacities.

This reality is not unknown within the projects. *Biocultura* has supported the expansion of employment possibilities for the young communities' members, by focusing for example on alternative activities such as historical and gastronomical tourism. Through its different mechanisms, *Mercados Inclusivos* is also contributing to strengthen new local business and to create aggregated value out of agricultural production. However, it is important to keep in mind that the demographic trend in the rural areas will add another layer of complexity to the discussion of rural development. Addressing this context more effectively in future SDC projects requires further internal discussion, establishing connections between demographic trends and the future of agriculture and food security within this context.

Lesson 5: Innovation can deliver significant contributions to improve the quality of life of the rural population, yet it must be strongly supported over time, focusing more on the experience earned than on the final outcome.

Innovation is the sum of successful and unsuccessful research: it needs space to fail as much as it needs to support achieved goals or results. There have been valuable experiments as in the case of SEPA (leading seed company), which was first created as a joint venture (between SDC, local producers, and the sectoral Ministry). It faced several challenges over the years due to its particular internal organization and decision-making processes, but also due to the changing political environment. Several interviewees mentioned this as an unsuccessful initiative. There are also some positive examples, such as CIFEMA. The company, which started as a research centre supported by SDC and UMSS is now a solid enterprise in the market of Agricultural Machinery. Both experiences, although with heterogeneous results, provide important learning opportunities in terms of innovation, and are equally valuable for the construction of know-how.

Lesson 6: Up-scaling of good practices/results found in the projects onto a national or sectoral level still requires reflection towards SDC's phasing-out in Bolivia.

The seven anchor actors using the ProntoPago service as part of *Mercados Inclusivos* and the communities in which several PIAACC projects take place are two good examples that illustrate that not every positive outcome or mechanism can be replicated. In the two mentioned examples, the scope and instruments are limited to a very specific context: ProntoPago has not yet become a mechanism that is open to micro- and small enterprises from the rural sector, and is still not replicated by other financial institutions. The PIAACC research programs are applicable in the communities in which they take place, but the innovations and solutions found are designed *only* for the particularities of each of these communities. On the other hand, both interventions have been very effective in the beneficiaries' eyes, and have definitively positively impacted their urgent problems.

This reflection does not aim to decide whether smaller, more targeted interventions are better than large ones: both *Mercados Inclusivos* and PIAACC have been flagship programs in the sector, they have attracted new cooperation partners and institutionalized some effective practices, serving as input for the elaboration of public policies or norms. It states, however, that not every project can or will be up-scaled only due to its success. The difficulties of up-scaling are not exclusive to SDC: the rural sector in Bolivia is, by its own nature, a fragmented and geographically disperse sector, which in turn poses difficulties for scaling initiatives up.

Lesson 7: The gender approach in the rural sector can be further strengthened, delivering more concrete actions.

With the exception of *Mercados Inclusivos*, initiatives on the subject of gender have remained more at a diagnostic (for example, developing indicators) or awareness level. Although these two elements are absolutely necessary, there is room for deepening the gender component, for instance, by creating programs that support female community leaderships, design community-based violence reporting mechanisms, by creating awareness-raising programs targeted specific to men.

Lesson 8: SDC's overarching cooperation structure has been effective, and the technical advisory provided throughout the five decades of cooperation is recognized among beneficiaries.

This appreciation is shared between the HIC Team and implementing and national partners, as well as by the beneficiaries. Long project cycles are also positive, as they allow for continuity. When conducting a solid follow-up of a project's phases, the achieved results can be very effective. This has been evidenced in several of the visited

projects. Moreover, it also stands out that Swiss cooperation's mandate is transparent and clear for all its counterparts, and the carried out activities follow a well-established roadmap that allows SDC to be perceived as a trustworthy actor in the country. This reputation is strongly linked to the quality of its technical advisory, which stands out for being based on a solid, in-depth analysis of the context, as well as for the closeness between local experts and the corresponding beneficiaries, partners and/or implementers. They also remark that Swiss cooperation sustains serious, long-term commitments, in which they clearly see a grounded connection during the project's lifecycle, including its phasing out.

Lesson 9: It is important to identify and work with other relevant stakeholders beyond the national partners and the implementers. SDC has done very fruitful work by providing support to key stakeholders at an early stage, which have later on evolved and become central actors in the sector.

It has already been underlined that a systemic approach has had great impact on SDC's work in the rural sector. However, it is important to highlight that, for this approach to be useful and operational, multiple stakeholders must be strengthened outside of the national partners and implementers. SDC in Bolivia was successful at identifying high-impact productive initiatives during the 80's and 90's – such as CIFEMA, SEFO, PROINPA –, which have now a positive impact in the development of the sector.

Lesson 10: In order for cooperation to successfully impact on public policies, it must work closely with national partners over a sustained period of time, and it needs to find common places with the national agenda. An ex-post transfer of know-how and technical knowledge is ineffective.

Cooperation can positively impact public policies and advocate for other relevant topics even when they are not seen as priorities, which can be fruitful in the long term (here again, the case of the PNC and all the related experiences). On the contrary, when the reflections and inputs that emerge from the projects to the public debate are not co-constructed with national partners, their impact is reduced. This is exemplified in the case of INIAF, where the institution's limited and late involvement in the innovation programs hindered the transfer process, and therefore the institutionalization of new practices. An ex-post transfer of know-how and technical knowledge seems to have lower chances of success.

Hence, and in order to have a positive impact on the construction of public policies, it is important to have a sound understanding of the national agenda and the context, and to find the gaps of opportunity in which the cooperation's agenda can fit into these spaces. This positive incidence is therefore tightly connected to the extent to which cooperation remains relevant in the country, as well as to the dialogue between the cooperation and the national institutions.

Lesson 11: Stakeholders involved in a project are heterogeneous, their roles can be complementary but they can also be in conflict. Political dialogue at different levels has been one of the most challenging tasks for SDC, but also the one which has allowed the Swiss cooperation to preserve its open, positive relation with the government, while at the same time working closely with the stakeholders from the local scene.

Multi-level dialogue in its different dimensions has been fundamental throughout SDC's presence in Bolivia. As for what the political side concerns, there is valuable work in terms of working in parallel with local and national governments. The first ones are closer to the population, have a deeper understanding of communitarian needs, and can support and place in practice the small-scale initiatives. Paradoxically, these strong local governments have coexisted with a centralized state, in which sectoral decisions rest with the correspondent ministry. Establishing and maintaining an open dialogue within this context is not an easy task, as there is permanent institutional change and high personnel rotation.

Therefore, part of SDC's successful interventions can be explained through its disposition to recognise local governments, without compromising its communication with the national ministries and the central government. Building connections has often implied renouncing to limelight. Many beneficiaries are not familiarized with the Swiss cooperation office, but they know the team working on the field and the local experts involved in the project, which stands out SDC's role as facilitator, as a platform for different stakeholders to meet. This characteristic of Swiss cooperation an important effect on the implementers - they feel supported and confident to take decisions, as well as on the national partners, who mentioned that: *"the reason we do the projects is the people, the beneficiaries, not the cooperation itself"*.

Lesson 12: Advocating for open communication rather than getting involved in the internal political discussion was a success factor for SDC's work in the last 20 years. Having an open dialogue with the government gives room for action.

Bolivia's recent history has been marked by the political moment between 2006 and 2019, in the MAS government aimed to build stronger networks with the other Latin American countries, while taking critical distance with the US and (to a minor extent), the European Union.

Under these circumstances, the activities carried out by international cooperation agencies and active NGO in the country experienced significant change. SDC was not untouched by this reality, and new strategic decisions were

taken in order to have room for cooperation's projects to continue. Hence, and continuing its tradition, Swiss co-operation stance was to remain open and to build bridges towards a common goal. By doing this, SDC maintained the core of its rural development agenda, yet from it open space for new approaches which were more in line with the socio-economic circumstances. SDC managed to leave a door open for respectful dialogue, which in turn allowed a better understanding of the national priorities of the moment.

This, however, did not exempt SDC from (mostly internal) critics. Several interviewees working closely with Swiss cooperation do not support this new approach, because, in their opinion, it has led to a lack of focus - projects' goals have become less concrete, and, in their view, the projects should have a more technically-oriented base.

Lesson 13: Local participation and local know-how - working closely with local experts and the beneficiaries allows the latter ones get actively involved in the project, and therefore strengthens the feeling of ownership.

One characteristic of Swiss cooperation that is constantly highlighted is the close work they carry out with ultimate beneficiaries –small farmers, rural communities–, and the strong presence of local experts. In the HIC's team opinion, this strong communication has also allowed for the implementers and beneficiaries to *learn by doing*, as they are also part of the decision-making processes. Furthermore, it also requires for communities, universities and local institutions to be accountable for the project in which they participate, which contributes to sustainability and to develop a feeling of ownership of the final results/products.

Lesson 14: Placing flexibility in practice allows implementers to manage projects in a dynamic, response-oriented way without losing of sight the overarching goal of the projects.

One concrete action has been flexibility on the budget. Giving the implementers space has not implied less transparency, but more room for change when a situation demands so, as pointed out one of the implementers: *"If the attention goes only to budget execution, the team ends up responding to the budget and not the goal of the program"*. Big events such as the pandemic, but also 'routine' problems can require a reallocation of funds, and conceding the implementers the freedom to conduct these changes in unforeseen circumstances has allowed them to react faster, better. Furthermore, implementers need to have space for failure, knowing that some project components might not thrive and that this also contributes to the learning experience (of the sector, of the cooperation office, of the implementer itself).

Lesson 15: Flexibility requires to think 'out of lines', adapting the internal organization of a project without compromising its quality.

Flexibility has also implied taking 'one step back' when required – handing over ongoing projects to local partners in order for them to continue when the political environment required to do so; but also bringing new allies to iconic SDC's projects in order to give better chances to its sustainability. It has also meant going out of lines in terms of the traditional role distribution. There is a clear delimitation between beneficiaries – implementers / backstoppers, yet it has been vital to recognize when local stakeholders are ready to conduct more tasks and the cooperation side is ready to *only* provide advice. As pointed by one interviewee, there must be *"flexibility on the way forward, but not on the goal."* Flexibility requires a sound knowledge of the context, its limitations, particular areas of intervention, demographic dynamics.

Lesson 16: Projects in Bolivia could benefit from a stronger, clearer connection to other SDC's networks and/or global programs. Integration could support projects in the future, but also increase their potential and scope.

The connection between SDC Projects in Bolivia are connected to the global programs or SDC's thematic networks is not clear for the different stakeholders involved in ongoing projects. This is more evident in the current context of SDC's phasing out, where there is potential to bind national programs together with global ones, but the mechanisms and opportunities to do so are not so clear. A similar situation is found with the thematic groups and networks within SDC: the extent to which national programs are related to and can benefit from these networks is unclear (for example, how could innovative projects such as Biocultura or Mercados Inclusivos contribute to the Agriculture and food thematic network and/or to other SDC projects outside of Bolivia).

Lesson 17: Local time frames must be compatible with those of the cooperation office.

Another point raised by numerous interviewees is that cooperation offices tend to have long-term agendas, whereas local and national governments tend to search for quick results. SDC has bet for long-term goals, which do not always deliver immediate, tangible results from the beginning of a project. Harmonizing these time frames requires open communication with the national partners and implementers, so that there is a realistic management of expectations for all the involved parts.

3.2 HONDURAS | ECONOMIC DEVELOPMENT

3.2.1 DEEP-DIVE SECTOR | SNAPSHOT

The below table summarizes the [projects that were included in the deep-dive](#) in Honduras. The selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the thematic area "Economic Development".

Table 6: Projects included in the deep-dive Honduras | Economic Development

PROJECT OBJECTIVE PERIOD VOLUME
Inclusive Territorial Economic Development Program Region 13 Gulf of Fonseca (DEIT Sur): Support vulnerable families in Region 13 Gulf of Fonseca participate in sustainable livestock, cashew nut and ecotourism value chains to increase their income, obtain employment based on the enjoyment of their economic, social and cultural rights, and reduce the impact on the environment. <u>Period:</u> 08/2017 – 03/2023 <u>Volume:</u> CHF 8.35 mio
Inclusive territorial economic development in the Mosquitia region of the department of Gracias a Dios (PRAWANKA): Support the indigenous peoples of 6 territories of La Mosquitia to strengthen their resilient productive, organizational and entrepreneurial capacities that reinforce food security and the generation of employment and income, in harmony with good living. <u>Period:</u> 03/2016 – 06/2024 <u>Volume:</u> CHF 11.8 mio
Cocoa Value Chain (PROCACAO): Phase 1: To contribute to the reduction of poverty among the rural population and the strengthening of food security through the sustainable production of quality cocoa. Phase 2: To sustainably improve family incomes and generate employment along the different levels of the cocoa value chain. <u>Period:</u> 05/2013 – 06/2024 <u>Volume:</u> CHF 13.0 mio.
Vocational training for young people at risk of exclusion (PROJOVEN): Phase 1: Facilitate the insertion into the labour market and self-employment and generate income opportunities for young men and women at risk of social exclusion. Phase 2: Contributes to the socio-economic insertion of young people at risk, improving their living conditions and strengthening the vocational training/labour insertion system. <u>Period:</u> 10/2013 – 02/2023 <u>Volume:</u> CHF 13.0 mio.
Micro, Small and Medium Enterprise Development in Rural Areas (PYMERURAL): Contribute to employment and income generation for poor men and women in Honduras and Nicaragua by ensuring sustainability of MSMEs in food and non-food agroindustrial chains and rural tourism clusters in selected sectors and regions in Honduras and Nicaragua. <u>Period:</u> 09/2008 – 08/2015 <u>Volume:</u> CHF 8.3 mio.
Local Economic Development in the Gulf of Fonseca Region (SURCOMPITE) SDC co-financing to BID project: The project aims at promoting inclusive economic development in the Gulf of Fonseca Region through promoting local economic development in the environmentally vulnerable Gulf of Fonseca Region and generating income and employment along selected value chains in a pro-poor manner involving small producers and businesses. <u>Period:</u> 11/2013 – 06/2021 <u>Volume:</u> CHF 4.6 mio.
Rural Competitiveness Project (COMRURAL) SDC co-financing to World Bank project: Contribute to increased productivity and competitiveness among organized rural small-scale producers through their participation in productive alliances (and as of 2017: to enable the Government to respond promptly and effectively to an eligible emergency). <u>Period:</u> 09/2007 – 11/2015 Still ongoing in its 3rd phase, but without SDC financing <u>Volume:</u> CHF 4.0 mio.

A [Historical Political Timeline](#) exemplifying important context factors relevant to the sector "Economic Development" over the past 20 years is included in Annex 6. A [Thematic Theory of Change](#), developed by the HIC Team, can be found in Annex 7. In a nutshell, selected points to keep in mind when reading the below capitalization results and lessons learned are the following:


- Honduras has been a member of the WTO since 1995, its [economy is considered to be relatively open](#) (with declining tendencies since the world economic crisis of 2008/09). According to the 2023 Index of Economic Freedom, the country ranks 94th worldwide with regards to economic freedom; this rank has not noticeably changed since 1995.
- Honduras continues to be one of the [poorest and most unequal countries](#) in the Western hemi-sphere, according to the latest UNDP Human Development Index.
- The general level of [insecurity](#) and [high levels of violence](#) are a severe problem for Honduras' economic development. While the country's homicide rate has declined considerably from its peak in 2014, it still remains above 40 homicides per 100,000 people, according to InSight Crime. According to the World Bank and several risk consultancies, this deters foreign investment. The country continues to face [obstacles in developing a market economy](#) that works for the majority of its citizens, amongst others due to the existing inequality, endemic corruption, and criminal structures which straddle the economic and political spheres.
- On paper, the country has a relatively well-defined [competition policy](#) framework, however, in practice, the country suffers from poor enforcement due to a mixture of structural bureaucratic and administrative weaknesses, corruption, and a lack of political will.

- The economic crisis brought on by the **COVID-19 pandemic** has made the task of maintaining monetary stability harder for the government, which declared the maintenance of monetary and fiscal stability its overriding policy goal as a way of attracting external investment. As part of this exercise, the government entered into an agreement with the International Monetary Fund (IMF) in 2019 that required further structural reforms of the economy and the public sector.
- **Emigration** from Honduras has been driven by various factors for many years, including poverty, unemployment, violence, and political instability.
- **Remittances** to Honduras have been an important source of income for the country's economy over the period of 2000 to 2023, to the point where they have become the largest source of foreign currency earnings for Honduras, surpassing exports of goods and services.

3.2.2 OECD-DAC CRITERIA

Table 7: OECD-DAC criteria | Deep-Dive Honduras

CRITERION	SUMMARY
 <p>HIGH</p>	<ul style="list-style-type: none"> ▪ Interview partners, project documents and (external) evaluations confirm that SDC's engagement in the sector "Economic Development" in Honduras was and still is relevant. The projects' objectives and design responded to beneficiaries', partners' and country's needs, policies, and priorities, and continued to do so when circumstances changed. ▪ The projects selected for this deep-dive are in line with overall Swiss development co-operation priorities in Honduras as specified in SDC's Regional Strategies. ▪ It is noteworthy that the Swiss Cooperation's Regional Programs for the periods 1999-2005 and 2007-2012 were elaborated jointly between SDC and SECO.
 <p>HIGH</p>	<ul style="list-style-type: none"> ▪ Interview partners, project documents and (external) evaluations confirm that SDC-Honduras projects in the area of "Economic Development" in the last 20 years show an important internal coherence (synergies and interrelationships with other SDC projects) and external coherence (complementarity and coordination with others). ▪ The SDC country office is offering various formats to support internal coherence, such as the "Concertación Sur", systematic coordination meetings between the SDC office and the project implementing partners, as well as with development partners (e.g. in the Mosquitia), and also takes part in different donor roundtables, for instance in the context of the USAID organized "Education roundtable" (relevant for ProJoven). ▪ Given the regional (or at least bi-national) nature of some of the projects included in this deep-dive (PYMERURAL, PROCACAO), regional exchanges were part of project implementation.
 <p>MIXED</p>	<ul style="list-style-type: none"> ▪ SDC-Honduras projects in the area of "Economic Development" over the past 20 years show mixed results in terms of achieving their objectives and outcomes, e.g.: <ul style="list-style-type: none"> ○ Rural Competitiveness Project (COMRURAL): The review of the implementation completion report by the World Bank-internal Independent Evaluation Group reached the conclusion that the <i>"project piloted an innovative and agile approach in a complex environment and fragile governance framework to substantially achieve the project outcomes of increased productivity and competitiveness"</i>. ○ Inclusive Territorial Economic Development Program Region 13 Gulf of Fonseca (DEIT Sur): The independent mid-term evaluation arrives at the conclusion that although actions have been developed that contribute to improving the business climate and competitiveness of some links in the three value chains, the demonstrable achievement of the expected outcome at the time of the evaluation was low. ○ Cocoa Value Chain (PROCACAO): The external mid-term evaluation from 2022 opines that while most of the planned activities have been carried out and 95% of the budget has been executed, the expected results have not been achieved, especially the increase in production and productivity, which has meant that the expected income has not been generated.
 <p>MIXED</p>	<ul style="list-style-type: none"> ▪ SDC-Honduras projects in the field of "Economic Development" over the last 20 years show the potential to generate significant high-level, transformative and long-term effects. In principle, lasting changes in systems or norms, as well as potential effects on people's well-being, human rights, gender equality and the environment are possible. However, the empirical basis for convincingly claiming high (or low) impact is limited. Selected examples: <ul style="list-style-type: none"> ○ Rural Competitiveness Project (COMRURAL): The review of the implementation completion report by the World Bank-internal Independent Evaluation Group (IEG) states that after the second phase the project provided evidence of promoting poverty reduction and making some tangible contributions in a challenging context. ○ Local Economic Development in the Gulf of Fonseca Region (SURCOMPITE): The external final evaluation does not explicitly include an impact-level analysis, but rather stops at effectiveness level. Reading between the lines, it could be said that given the very good effectiveness ratings, the assumption of the evaluators would probably be that longer term

CRITERION	SUMMARY
	<p>effects that are broader in scope than those already captured on results level are likely in the case of SURCOMPITE. However, the report also mentions that due to the rotation of decision-makers in the public administration limited the project contribution to the generation of public policies and therewith reduced impact potential.</p> <ul style="list-style-type: none"> ○ Cocoa Value Chain (PROCACAO): At the time of the external mid-term evaluation, the impact is rated as unsatisfactory, but shows potential to be significant in the medium term after the program is over. A condition for this, according to the evaluation, is to increase efforts with view to leaving value chain models with larger volume potential, and companies / cooperatives that have the capacity and commitment to function as reference points for other actors in the chain.
	<ul style="list-style-type: none"> ▪ The extent to which the net benefits of SDC-Honduras' intervention in the area of "<i>Economic Development</i>" over the past 20 years have continued or are likely to continue appears limited due to the lack of financial, economic, social, and institutional capacities of the systems needed to sustain the net benefits over time. Selected examples: <ul style="list-style-type: none"> ○ PROJOVEN's Project Document (ProDoc) for the closing phase starting in 2022 indicated that "in terms of institutional anchoring and sustainability of the intervention at the system level, there is still work to be done" and it will depend on the willingness of INFOP, the involved private training centre and private sector partners whether this can be realized. PROJOVEN worked towards this by means of an immense systematization and communication effort (as stated in the final report) designed to improve the effectiveness and coverage of the national training system for vulnerable youth, transferring methodologies and tools that respond to the needs of the labour market and employability. The opinion of the majority of PROJOVEN-related interviewees is that the project has had and will continue to have a lasting institutional impact within training institutions and municipalities. Also, other bi-lateral donors such as GIZ and USAID have requested to use the systematized experiences to support their operations and knowledge management portals. ○ Rural Competitiveness Project (COMRURAL): The review of the implementation completion report by the World Bank-internal Independent Evaluation Group (IEG) affirms that there is "promising scaling-up and sustainability of project benefits, as evidenced by the rural producer organisations' continued contracts with commercial partners, ongoing relationship with private financial institutions, and the ongoing implementation of COMRURAL Phases II and III, which are further reinforcing this scaling-up and sustainability of COMRURAL Phase 1." The HIC Team must add to this, however, that the prospect of sustainability seems for the time being still premature, given that the project is indeed still ongoing with massive donor financing. Also, the main implementer INVEST-H (Millennium Challenge Account) left Honduras at the end of 2022, leaving COMRURAL now in the sole hands of the SAG. ○ Inclusive territorial economic development in the Mosquitia region of the department of Gracias a Dios (PRAWANKA): According to the external evaluation of phase 1, the project "invested efforts and resources to strengthen [...] with the support of government agencies and private sector companies; however, government presence is dependent on the project financing." The idea how to achieve sustainability in the value chains is outlined, but it is difficult to see it come to fruition, according to the evaluation, because the financial resources that sustain most of the operations are from the project. Commercial conditions have been created in indigenous enterprises, but legalization and business organization are still incipient in indigenous enterprises.

3.2.3 SECTORAL & INSTITUTIONAL LESSONS-LEARNED

Lesson 1: A profound context analysis is necessary to determine whether the value chain approach is the most appropriate for the context in the intervention area, or whether the focus should be mainly on governance.

This is a lesson already well known and incorporated in practitioner guides and handbooks, amongst other also in SDC's Guidance paper for SDC head office and cooperation office staff "*Managing LED Projects*" (2022). The guide suggests that a Local Economic Development (LED) project can either be phrased more as an economic development project or a local governance project. Both choices have pros and cons and consequences regarding the results that are expected from the project. LED projects often find themselves in the space between more qualitative local governance results and the harder economic development results. At the beginning, the focus of a project is likely to be on establishing the processes and policies, capacitate the actors and test ideas, and over time economic results should start to become more prominent.

The above was certainly the approach (on paper) in e.g. DEIT Sur and PRAWANKA and partly also in PROCACAO. However, one might question whether in PRAWANKA the economic side of things should have been stressed at all, and whether in DEIT Sur and PROCACAO the governance side was too present or at least maintained for too long. If it is necessary to keep the governance focus for too long, one might in general question whether economic development-related results should figure prominently in the project's logframe.

Lesson 2: If income increase and job creation is the main goal in the SDC's "*Economic Development*" sector projects, then the point of entry should be the market's (demand) point of view, not the producer's point of view.

This lessons is linked to a possible dilemma that SDC finds itself in: the difficulty of wanting to work with the poor and marginalized producers on the one hand, and at the same time wanting to score relevant income effects

through selling high-quality products to national and international markets. While it can make sense to start with the direct beneficiaries in long-term development projects (i.e. the producer of primary products or services, in the Honduran case), it seems somewhat incoherent to then expect the same level of income gains that would be possible if the starting point had been the market requirements and potentialities (followed then by the selection of the producer that have the capacities in principle to deliver accordingly).

In order to dive further into this topic, it is surely worthwhile to a) rethink whether based on the selected target group and products it is at all possible to reach the expected income and employment goals, and b) to consult the Market System Approach literature available in SDC's *"Employment and Income Network"* and contrast this with the (possibly a bit more narrow) value chain development approach.

Lesson 3: For projects in the sector *"Economic Development"* it crucial to involve private sector actors (chambers of commerce, formal banks, buyers, etc.) as much as possible.

This very much reads like a lessons that is not necessary to be written down, given that it should be self-understood. However, the issue of apparently not having sufficiently engaged private sector actors in the sectoral projects related to *"Economic Development"* came up frequently in interviews and was also mentioned as a challenge in many project documents and evaluations. What is not meant by this is that too few SMEs, cooperatives, domestic family units or entrepreneurs were supported in the projects. Rather, it is closer to *"Private Sector Engagement"* as defined in SDC's *"Information Package on Inclusive Economic Development"* (2022), a working modality in which SDC partners up with private sector actors to co-initiate, co-fund and co-steer projects. It is meant to involve businesses as a source of investment, driver of innovation and technological development, and engine for economic growth and employment. For example, while *"cajas rurales"* are surely relevant, the involvement of commercial banks is crucial (but, of course, difficult to achieve).

Lesson 4: It is worth reconsidering whether more pronounced work on innovation, differentiation and refinement to increase the value added and therewith the generation of income and employment is possible in a project context such as in Honduras.

Lesson 5: It is worth reconsidering whether it is possible not only to work not only on primary production, but also on transformation of the products, in order to increase margins of the target group.

Lessons 4 & 5 are interlinked and came up regularly in interviews. On the one hand interviewees mentioned that it was difficult to move the target group out of their *"comfort zone"* and try new things, and on the other hand it was not the case that the relevant tools and resources were available for those that did want to innovate – so certainly two very different perceptions.

Here again it seems that more pronounced private sector engagement has a role to play, both as innovation driver and risk-sharer (in case of co-financing).

Lesson 6: When designing projects in the area of *"Economic Development"*, close attention needs to be paid not to over-subsidize the beneficiary.

For implementers, it can sometimes be a temptation to look for *"easy ways"* to disburse funds, something that is at times aided by fund-disbursement-pressure from the donor side. While the latter was not explicitly mentioned in the Honduras deep-dive as such, two related issue came up: 1) the support to beneficiaries was by some interviewees regarded as somewhat *"asistencialista"*, and 2) the sustainability of the business model of targeted SMEs and cooperatives was hampered due to distorting project subsidies.

With regards to 1) it seems natural that when focusing on the poor and marginalized, as the majority of the projects did, the support provided to the beneficiaries needed to be of a much different nature than if the beneficiaries were mainly functioning business units. This can potentially appear as a *"hand-holding approach"*. Also, some interviewees mentioned that the target group has somewhat grown accustomed to the project *"providing and doing everything"*. As to 2), this is linked to the general question that is visible throughout this deep-dive, namely whether in SDC's engagement in *"Economic Development"* in the past 20 years in Honduras, the private sector logic was sufficiently represented.

Lesson 7: Existing structures should be supported as much as possible, creating new structures should not be more than strictly necessary.

In some instances interviewees suggested that with the help of certain projects (e.g. DEIT Sur) structures were created to fulfil a role that was already being fulfilled by an existing structure, or e.g. associations were created with very little survival chance once the project finalizes (e.g. FEGASUR). The HIC Team is not in a position to judge to which extend this was indeed unnecessary, but since this lesson was mentioned a number of times it is listed here.

Lesson 8: It has to be ensured that the implementers have the necessary competencies and capacities with regards to *"Economic Development"*.

While this lessons is not really sector specific for *"Economic Development"* – it is valid for any sector that SDC works in – numerous interviewees (not the implementers themselves, of course, but partners, beneficiaries and

independent experts) indicated that sometimes they felt as if both the implementer or subcontractors / hired individual consultants did not have the experience and capacities necessary to take the project further. In brief: In order to work on economic development, projects need to hire people who know how to do business, read market needs, sell, buy and negotiate, know how to develop products and services, thus effectively strengthening local capacities and contributing to sustainability.

This criticism did not only concern the business side of things, but also the technical work in the value chains. To paraphrase one interviewee: *“Field schools are a good strategy for implementing technical assistance to producers, but local facilitators must be technically accompanied by agronomic specialists to prevent them (the facilitators) from learning by trial and error, so that the effect on improving production and productivity is achieved in the shortest possible time. The field school strategy should be led by an institution with technical expertise in the value chain.”*

Lesson 9: Linking business development and employment creation with environmental and fair trade considerations is both possible and can be profitable.

Agroforestry systems improve the environmental conditions of the area and, with good management, reduce the damage caused by climatic change. A structure that can guarantee organic and fair trade certification (e.g. in PROCACAO) can improve profitability and open international market access.

Lesson 10: It is worth rethinking the territorial approach with respect to the question of whether it is the best way to ensure institutionalization of results.

SDC has been implementing a territorial approach in Honduras, i.e. working mostly with sub-national level actors, focusing on the Gulf of Fonseca and the Mosquitia region, for about 10 years. This is surely for good reason, given the overall political and institutional landscape in the country as mentioned above (weak and corrupt state with strong patronage systems, elite capture, deteriorated security situation, high degrees of legal insecurity). As a reminder, this used to be different - the independent evaluation of the Regional Cooperation Program for Central America 1999-2005 (November 2005) made a point of positively mentioning that *“most of the projects intervene on all three the micro, meso (main focus!) and macro level, which guarantees that local needs are considered at policy level and vice versa.”*

The present lesson is linked to the question whether a palpable institutionalization of results can be expected to the same degree when framework conditions at national policy level are left largely untouched (as seems to be the case for most of the projects in the sector *“Economic Development”*). To clarify: the HIC Team is using the term *“institutionalization”* not as synonymy for *“sustainability”*, while of course it has considerable overlap. Some change can be institutionalised but not be sustainable (e.g. severe subsidies) and vice versa. As has been suggested throughout this deep-dive, sustainability in this sector only comes with profitability. However, working on framework conditions at a national institutional level can aid the chances of perdurance of the effects over time.

Of course, quite prominent voices will argue that for cases like Honduras, control over aid money needs to be taken out of the hands of the central government and be localized. But working on national level does not automatically mean channelling financial resources through government institutions.

Lesson 11: An institutional exit-strategy should translate into clear requirements for projects with regards to planning and organizing hand-overs.

SDC's Regional Cooperation Program 2022-2024 had foreseen three possible variants as exit strategy:

- Phasing-out: closure because targets have been or cannot be achieved.
- Phasing-down: gradually winding down a programme's activities, giving priority to strengthening local organisations in order to sustain benefits.
- Phasing-over: transferring some activities to another organisation for it to achieve its objectives and reinforce sustainability.

At the time of this deep-dive, there is, with the exception of PROJOVEN and partly PROCACAO, no sign of any take-over of SDC actions by other cooperating partners (to the HIC Team's knowledge). If this was because the respective efforts in the sector *“Economic Development”* have led to results that made take-over unnecessary this would of course be a great success. Based on the deep-dive mission, however, it could be argued that additional efforts to find chaperons to continue SDC's efforts would be very welcome. This would also be in line with SDC's goal to draft a transfer and exit plan for each project, as mentioned in the Regional Cooperation Program 2022-2024.

Lesson 12: At institutional level, further reflection can be worthwhile in order to scrutinize how to square the necessary ingredients for *“Economic Development”* (market, profitability, competitiveness) with SDC's core motivation of helping the poor and marginalized.

This theme has been stressed many times in this deep-dive, to the point of probably doing injustice to the theory and previous lessons learned that went into SDC's current overall approach. The latter is detailed in the numerous

documents available on SDC's "employment and income Network" (or, as its now called, "economy and education").

The theme is so present, because interviewees regularly mentioned it, external evaluations did as well, and, notably, because the "early project" PYMERURAL and especially those projects where SDC co-financed (COMRURAL and SURCOMPITE) were much more oriented towards the keywords market, profitability, and competitiveness than the later projects. Given that the chapters on effectiveness, impact and sustainability, and of course the sectoral lessons learned, have already talked about this at length no further additions are made at this point, except a paraphrased quote from one of the interviews: "Once you have to supply supermarket chains, you don't disappear so quickly."

Lesson 13: Co-financing is an interesting option for expanding leverage and achieving economies of scale, especially for a donor with comparatively few financial resources.

Back in 2014, an independent consultant was tasked by the SDC Honduras Office to summarize "20 years of lessons in co-financing" in a brief PPT presentation, focusing mainly on co-financing of World Bank projects. This was a cross-sectoral task, looking at examples from India, Nicaragua and Honduras (COMRURAL). The two most relevant findings for this deep-dive are the following:

- One of the motivations of Swiss co-financing in the selected examples was to gain more weight, especially in terms of policy dialogue, which SDC would not have been able to achieve so easily on its own.
- In relative terms, SDC's share of the total budgets of co-financed projects ranged from 8%-15%. In reality, the effective weight of the Swiss Cooperation was and still is up to a multiple of its financial participation since partners were willing to integrate Swiss strategic views into the design of the projects.

According to the HIC Team, co-financing can be an interesting option in contexts similar to Honduras, since in principle it can allow SDC to work on levels which are not its core strength or interest (e.g. national policy level / macro-conditions), while at the same time staying true to their current micro/meso logic with regards to their own projects.

Lesson 14: SDC formats such as the "Concertación Sur" have high potential *in principle* to foster joint/inter-programmatic implementation, however whether this can actually be realized depends on the methodology applied.

This is a feedback given by implementers and at least in parts shared by some SDC representatives. Depending on what the goal of such an exchange is (e.g. team building, knowledge exchange in general, sectoral knowledge exchange, joint activity planning, etc.), it can be worthwhile to rethink the current methodology when wanting to implement this in other settings in the future.

Lesson 15: Long-running projects and flexibility during implementation are regarded a highly valuable property of SDC.

This lesson is self-explanatory, has already been stated during the Meta-Analysis, and is also confirmed by the deep-dives in the other countries (and has surely been confirmed by similar capitalization exercises in the past). Amongst the bilateral cooperation agencies, SDC seems to have somewhat of a "unique selling proposition" with regards to project duration and handling flexibility.

3.3 NICARAGUA | WATER (GOVERNANCE) AND SANITATION

3.3.1 DEEP-DIVE SECTOR | SNAPSHOT

The below table summarizes the projects that were included in the deep-dive in Nicaragua. The selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the thematic area "Water (Governance) & Sanitation". SDC also requested to take into account the regional aspect of the topic, thereby including projects from Honduras as well.

Table 8: Projects included in the deep-dive Nicaragua | Water (Governance) and Sanitation

PROJECT OBJECTIVE PERIOD VOLUME
AGUASAN Nicaragua: Overall objective: Contribute to the improvement of the living conditions of the poor population of Nicaragua within the framework of the principles of equity and sustainability. Objective Phase 15: Increased access of the population to sustainable drinking water and sanitation services for its proper use and application of good hygiene practices. <u>Period:</u> 1982 – 2017 <u>Volume:</u> CHF 55.3 mio
Agua y Saneamiento en Pequeñas Ciudades y Escuelas (PCE) Nicaragua & Honduras: Contribute to the reduction of poverty by reducing morbidity attributable to lack of water, sanitation and hygiene in small towns and schools, increasing school attendance and contributing to the massive scaling up of sustainable access to water and sanitation services. <u>Period Nicaragua:</u> 12/10 – 12/2017 <u>Period Honduras:</u> 10/11 – 12/17 <u>Volume:</u> CHF 20.5 mio in total.

Local Governance Program (PGL APIM) Nicaragua: Contribute to access to basic services and development opportunities by promoting inclusive local governance in order to improve the living conditions of poor people. Period: 2000 – 2020 | Volume: CHF 34.6 mio.

Cosecha de Agua: Increase the resilience of poor families living from agriculture and livestock to the consequences of climate change and climate variability by introducing water harvesting technology. Period: 02/2013 – 04/2024 | Volume: CHF 19.75 mio.

Community based Watershed Management/ Cuenca Río Dipilto: Contribute to increasing the resilience of the ecosystems, the individuals, the families and the urban and rural communities in the Dipilto River watershed, in the face of natural hazards and climate change effects. Period: 01/2016 – 06/2023 | Volume: CHF 11.15 mio.

AGUASAN Honduras: Contributed to the improvement of the living conditions of the poor population of Honduras, within the framework of the principles of equity and sustainability. Period: 1998 – 2017 | Volume: CHF 30 mio (approximately).

Programa Gestión Comunitaria de Cuencas “Nuestra Cuenca Goascarán” Honduras: Producer families in the Goascorán watershed promote, through their watershed organisations, the governance of natural resources and reduce vulnerability to climate change and natural disaster risks. Period: 12/2013 – 03/2023 | Volume: CHF 16.2 mio.

Programa Gobernanza Hídrica Territorial en la Región del Golfo de Fonseca Honduras: Contribute to the gradual development of a territorial water governance system being assumed by three Watershed Councils (Consejo de Cuenca - CC) in the Gulf of Fonseca region, ensuring water management in an integral, sustainable and equitable manner. Period: 04/2017 – 06/2024 | Volume: CHF 12.75 mio.

AGUASAN Regional: Objective Phase 11: Increased access to sustainable drinking water and sanitation services for the population and the application of good hygiene practices. Period: 1992 – 2018 | Volume: CHF 8.1 mio.



A **Historical Political Timeline** exemplifying important context factors relevant to the sector “*Water (Governance) and Sanitation*” over the past 20 years is included in Annex 6. A **Thematic Theory of Change**, developed by the HIC Team, can be found in Annex 7. In a nutshell, selected points to keep in mind when reading the below capitalization results and lessons learned are the following:

- Despite the fact that Central America is well endowed with water resources and is home to one of the biggest sweet water lakes in Latin America, **access to water has been low and water infrastructure has been underdeveloped**. Particularly the most vulnerable, rural, populations, who are concentrated in the “Corredor Seco” area, which covers both Nicaragua and Honduras, lack basic services, such as access to (potable) water or sanitation.
- Despite significant national efforts over the past decades, the **lack of access to water** remains a serious problem. According to data collected by the Nicaraguan Demographic and Health Survey in 2012, only 66% of the total population had access to drinking water.
- The importance of the water sector in terms of national development is in both countries two folded. On one hand, poverty and access to water are interlinked: increased water access seems to be **closely related to poverty reduction**. Additionally, the **primary sector** has played traditionally an important role in the Central American region.
- **Water sector law reforms** were enacted both in Honduras (2003) and Nicaragua (2007). While this has deregulated water service in the countries and helped to create water sector governance, the provision of W&S continues to be insufficient – particularly in rural areas in both countries.
- **Conflicts around the use of water** have become a hardly to be ignored problem: extreme weather driven by **climate change** has had a devastating impact on the livelihoods and food security of rural families that are dependent on agriculture, while disasters such as Hurricanes Eta and Iota left many people without basic necessities.
- It is expected that climate change will **increase the frequency and severity of water scarcity and climate-related hazards**, and put additional strain on the Honduran and Nicaraguan governments’ capacities to address ongoing development barriers, including extreme inequality, low levels of education, acute environmental degradation, and rampant violence as well as socio-political crisis.

3.3.2 OECD-DAC CRITERIA

Table 9: OECD-DAC criteria | Deep-Dive Nicaragua

CRITERION	SUMMARY
 <p>HIGH</p>	<ul style="list-style-type: none"> The available documents and interview partners have confirmed a past and continuous high relevance of the water sector thematic in the region. The sector shifted from infrastructure focus to a governance model with a territorial approach, emphasizing decentralization, institutions strengthening, and democratic processes. In Nicaragua, the past four National Human Development Plans highlighted the importance of long-term water strategies to expand coverage, improve quality and contribute to the improvement of health. The current Plan 2022 – 2026 takes this into account, integrating a water basin approach. In Honduras, the strategic frame for Water (and Governance) was set currently in the 2010 published Country Vision (2010 – 2038) and the Plan of the Nation (2010 – 2022). The nine projects selected for this deep dive show a clear link to the Swiss Foreign Policy Strategies, where environmental protection and sustainable use of natural resources are promoted.
 <p>HIGH</p>	<ul style="list-style-type: none"> SDC projects in the area of water over the past two decades show an important internal coherence (synergies and interlinkages with other SDC projects) and external coherence (complementarity and coordination with others). By taking a leading position in the sector, SDC was able to effectively regulate and lead cooperation between the donors and national institutions. Strong external coherence of SDC water sector projects with interventions of others donors is evident, e.g. AGUASAN Nicaragua and World Bank's projects in the region, and the AGUASAN Regional Programme actively supported the regional high-level forum in the (W&S) sector (FOCARD-APS), which played a key role in the regional cooperation among all Central American countries (and Dominican Republic). With regard to internal coherence – there are strong synergies and interlinkages between the selected projects, which show continuous development, a “common thread” in the interventions, e.g. whereas AGUASAN specialised on the support to water infrastructure in the rural sector, the latter PCE programme(s) focused on the provision of water in urban areas, benefitting from AGUASAN's long-standing experiences in the sector and complementing its work.
 <p>HIGH (generally)</p>	<ul style="list-style-type: none"> Overall, and according to the available documents and interviews, SDC programmes in the water sector have contributed to an overall higher number of water dwells, latrines, washing facilities, to the construction of water harvesting and irrigation infrastructure in the targeted communities. On the societal level, they have improved availability, access, coverage and quality of water. Communities, municipalities as well as national institutions were supported in their capacity building processes in a broad variety of topics. Also, SDC's interventions are very likely to have contributed to behavioural change in disaster response within the communities, such as changes in hygiene behaviours and environmental awareness. Selected examples include: <ul style="list-style-type: none"> Both national AGUASAN programmes led to an overall higher and improved availability, access, coverage and quality of water in the targeted communities. On average, in each programme phase, approximately 20.000 – 50.000 people received access to water systems along with access to sanitation solutions, including hydraulic latrines, drains and family sanitary landfills. Moreover, interventions improved hygiene and sanitation practices in urban and rural communities. In schools, students and teachers were capacitated in topics connected to water and sanitation infrastructure, hygiene knowledge, health, school gardens and environment. Key accomplishments in the Cosecha de Agua Project include the establishment of water harvesting and irrigation infrastructure for 1,171 families, the training of 25 local extension workers supporting 2,560 families, capacity-building for service providers, notable research outputs, technical publications, and effective communication of achieved outcomes. In Honduras, over 20.000 rural families within the Goascorán River Basin, in collaboration with 23 basin organisations, are actively advancing integrated water resources management and comprehensive basin management via the implementation of Water Action Plans. More than 9.000 families were supported through the construction of 80 works aimed at CC and DRR within the framework of the Nuestra Cuenca Goascorán Project. In Honduras, the programme supported the country's Sector Reform, strengthening the institutional framework created with the enactment of the Water and Sanitation Sector Framework Law. It played a pivotal role in supporting the Regulatory Entity (ERSAPS) for water and sanitation and aided in developing and implementing the Regulation and Local Control Methodology, expanding from 10 to 150 municipalities, covering 50% of the country—an upscaling of 1.400%. In Nicaragua, AGUASAN contributed significantly to the legal framework in the water sector with the support of enacting the National Water Law (Law 620) in 2007. This set for the first time a comprehensive legal framework for management of the country's freshwater resources. Furthermore, in 2010, SDC supported its national counterparts in the drafting of the Special Law of Potable Water and Sanitation Committees (Law 722). The Human Rights to Water and Sanitation (HRWS) framework, introduced in 2008, has also proved to be extremely successful and was praised in several interviews as transformative in the approach of the interventions: it set a framework of human rights based standards (safe, acceptable, affordable, accessible and sufficient) in W&S and acted as an empowering tool for the communities in W&S projects.

CRITERION	SUMMARY
 <p>MIXED</p>	<ul style="list-style-type: none"> ○ In Honduras, the territorial approach in Honduras has led to an involvement of previously “excluded” stakeholders such as private business. <p>■ Based on interviews and reviewed documents, it seems likely that the selected projects have (had) a significant impact on the target groups lives in terms of poverty reduction and reduction of inequalities. Examples include:</p> <ul style="list-style-type: none"> ○ The implementation of the PGC model (Proyecto guiado por la comunidad) facilitated greater community involvement in construction endeavours. It generated ownership of the social and organisational processes, encouraged accountability and social control as well as saving resources, destined for physical works. Communities have designed and implement a basic maintenance system: financial processes were regulated, tariff collection (if present) was controlled - one community even had even a special arrangement with a local hardware store for replacements. Some of the communal water infrastructures have outlived their initial life span of 20 years – this would have been hardly possible without the maintenance they receive from the CAPS/JAAPS. ○ In both Nicaragua and Honduras, illnesses such as cholera and diarrhoeal diseases decreased significantly in the 2000s in the targeted communities. In the visited communities in Nicaragua, it was also confirmed that illnesses connected to contaminated water have been “drastically reduced” as a result of the better water quality and education on the topic. ○ The efforts inserted in the capacity building and awareness raising have had a tangible impact on the targeted populations. The Dipilto Watershed evaluation (2019) states that in terms of an increasing diversification of the fincas in the Rio Dipilto watershed zone, this contributes to greater resilience to climate change. It observes also a high level of environmental awareness among protagonists and young people. ○ SDC’s influence in the legal and institutional framework of the water sector in both countries in has been substantial. In both countries, SDC supported the drafting of several guidelines, legal norms and laws that had a significant impact on the regulation of the sector and on the targeted communities.
 <p>MIXED</p>	<p>■ In the case of SDC’s interventions in W&S and water governance it is a challenging task to make a sound approximation of the sustainability of the selected projects’ results. Examples that represent enabling or hindering factor include:</p> <ul style="list-style-type: none"> ○ In the context of AGUASAN Nicaragua, FISE assumed an active role as it acted as the implementing body of the programme. This enabled the institution to capitalise on existing experiences as well as benefit from capacity building opportunities. In a sense, it experienced growth in tandem with the project’s evolution. Once AGUASAN model based projects concluded it was able to incorporate them into the national framework. ○ A positive example can be observed in the municipality of La Dalia (Nicaragua), which has benefitted from the AGUASAN intervention model via the PCE project created the Municipal Water Company Emagua in 2002. In the past 20 years, supported by ENACAL, it has implemented a sophisticated water infrastructure system, which built a W&S system available to a broad majority of the population. The company provides today 3.275 users (from initially 640) with water and 1.583 with sanitation services. The company is financially self-sustained (income by tariff collection) and employs 27 people. In the interview with the representatives, it was mentioned that the model was planned to be extended to the neighbouring parts on the city. ○ CAPS, CdCs, municipalities, and state actors, highlight a significant lack of financial resources. Although communities can maintain basic infrastructure through tariffs, limited funds hinder larger repairs or changes. This is exacerbated by Nicaragua’s stagnant state income and reduced donor presence. Similarly, Honduras faces a comparable funding challenge. As part of the solution, according to the HIC Team, fondos concursables as implemented in the Río Dipilto Watershed Phase II can be a promising modality for implementing small scaled community projects, as could a be stronger integration of the private business in the management of the watersheds, as in the case of the projects in Honduras. ○ Strategic alliances are being formed with territorial partners from the public and private sector, especially at the local level. ○ In the Goascorán Watershed Project (Honduras), the Consejo de Cuenca leads alliances of NGOs, private business, state actors and community leaders. This broad group of actors offers the community (and each other) the possibility to capitalise on specific technical knowledge, without relying too much on external support. In the Cosecha de Agua Project (Nicaragua), municipalities, private business, service providers as well as the academia is interested in the project results. ○ Migration is an important phenomenon that has a significant impact on the projects. For instance, it was observed in the earlier water projects that migration within the communities, but also in the institutions, impacted communities in the topic of retaining knowledge. This displayed a problem as gained knowledge was “lost”, as trained individuals left their communities (or the respective institution). ○ Power centralising tendencies in Nicaragua in the past years increasingly undermine political processes in the country. The visible absence of potentially important actors (such as private business, NGOs) in Nicaragua represents a debilitating factor when comparing to Honduras. Also, the weak position and high dependence of the municipalities upon national institutions limits potentials.

3.3.3 SECTORAL & INSTITUTIONAL LESSONS-LEARNED

Lesson 1: The "integrated approach" in W&S projects proved to be as a successful type of articulation of interventions and allowed SDC to promote significant changes that remained over time and became reference for new actions.

Water governance is a complex concept with multiple dimensions, sectors and levels. As such, it cannot be effectively addressed solely through a narrow sectoral approach. Whereas access to water and access to sanitation remain an important challenge, the past 15 years have seen a growing emphasis on tackling other obstacles tied to economic, social, cultural, and physical factors surrounding W&S. These factors are not directly connected to the water sector itself but are closely tied to the distinctive local circumstances.

Therefore, in the project implementation of W&S programmes, adopting an integrated approach means investing and building capacities across different levels and for various actors involved in the matter. As shown in AGUASAN, this approach strengthens individual participation as well as engagement from all involved parties, including national institutions, ministries, municipalities, service providers, and communities. Moreover, it offers opportunities for interventions in governance.

Whereas a multilevel approach was sensed in the past as a successful, adopting a watershed approach in the planning and implementation of WASH systems enables a broader perspective. This facilitates a focus on various aspects, such as environmental considerations. The use of water hence serves different purposes: protection of water sources, wastewater discharge, and the interrelationship with other water uses such as agriculture, energy, industry and ecosystems.

Lesson 1a: The empowerment of the local population is a key factor towards the sustainability of the projects as it is able to accommodate specific conditions in the targeted communities and ensure continuity.

In this sense, building the organisational fabric from the micro level has been successful by focusing on the bottom-up approach (instead of top-down processes), as empowerment is generated at the individual level. As shown in this study, by focusing on communities, not only organisation structures at the micro level can be supported, but also behavioural changes and individual expectations, e.g. in the area of hygiene. This was shown particularly in the case of AGUASAN, where the focus on the communities has contributed significantly to a sustainable W&S infrastructure. The results in Gender also seem to have a stronger transformative power when focusing at the individuals, as shown in the Rio Dipilto Watershed Project. By empowering the individual, one assures that knowledge reaches individuals at micro level, hence assuring that processes can continue even if formal processes are not in place. As shown in the Cosecha de Agua project, this can even impact migratory flows as it impacts people's decisions on leaving the country.

This transformative power can be also shown on the example of the rural committees. Literature on the empowerment of the CAPS and the effects of this process highlight this. The author of the book claims that CAPS in Nicaragua have undergone a process of empowerment, which has led them to become a political actor in Nicaragua. During the field mission in Nicaragua, interviews with representatives from the CAPS seemed to confirm this.

Lesson 1b: The strengthening of capacities of W&S state institutions and implementing agencies in Nicaragua helped the state to take ownership of the actions and hence contribute to sustainability of the projects (particularly in the case of AGUASAN).

Despite being a highly criticised move, the incorporation of FISE in Nicaragua as the implementing agency in AGUASAN has helped the institution to take ownership of the W&S system. Although this point has been reiterated several times in the study, the change in the implementation model enabled FISE, despite initial problems, to get a deeper understanding of the sector and support activities and national programmes in the sector. Therefore, it seems that SDC's direct support has had an overall positive impact.

Furthermore, close cooperation schemes at the community and state level allowed SDC to forge partnerships and act in a complementary way. This way it was able to guarantee that action at the community level were simultaneously supported by strategies at the state level. This is particularly in the case of the support to the CAPS, which ran in line with efforts at the national level, resulting in the CAPS Law in Nicaragua.

In Nicaragua however, it seems that there is a difference between the AGUASAN and the rest of the projects, where the national counterparts have not played such an active role like FISE in the projects. Additionally, after 2018 SDC has halted direct cooperation with all national institutions. This seems to have impacted the sense of ownership within the institutions in the respective sector and may impact negatively sustainability factors.

Lesson 2: The territorial approach has played a pivotal role in elevating the capacities of stakeholders. It has facilitated the cultivation of productive opportunities and ensured improved access to essential public services, safeguarded ecosystems, and maintained alignment with the SDG Agenda. It is, however, not clear whether it contributed to an upscaling of the interventions.

The focus on concentrated actions in a selected geographical area seems to have impacted positively on communal actors. By combining water with sanitation, as well as with health, governance and DRR, a better impact within

the region was ensured. First attempts were made in the PGL APIM Projects that were implemented in the same area as both AGUASAN national projects. In the case of Honduras, involvement of the productive sector has also played an important role.

In the case of Honduras, adopting a watershed approach has seemingly and according to the revised documents led to an easier decision making process, higher flexibility and a more coherent way of working between the actors, as shown in the Goascorán Watershed Project. The assumption is also that in case of a conflict, the parties involved can discuss directly the underlying matter. In the case of Nicaragua, the watershed approach supports communities in the Dipilto and Ocotal municipalities.

However, the hypothesis that a territorial approach can support transformative process within national institutions cannot be confirmed. Cooperation with national institutions can be difficult: much of the success depends on the interest and resources and capabilities of the institutions. It was mentioned in one of expert interviews that the Honduran state has currently *“more serious problems to deal with”* than the strengthening of water governance, hence not supporting a further upscaling of the strategies or guidelines. In Nicaragua for instance, a bottom-up approach runs against the centralistic policy architecture of the Nicaraguan state.

Lesson 3: Promotion of female leaders, as well as engaging with youth within the water sector, evolved over time and contributed to dynamism and overall (female) empowerment in the communities.

Gender as a transversal topic has evolved over the years. Although gender is not a direct indicator in the projects, the understanding of female empowerment and participation has evolved over the years and contributed to the project outcomes.

In the early AGUASAN years, gauging gender “success” was primarily based on metrics like the proportion of women in water committees, with a target of 50% female membership or a simplified approach that aimed to enhance female involvement. However, concerns arose about the adequacy of these methods to accurately measure the impact of gender strategies in projects. Critics considered this approach as overly simplistic and insufficient in addressing the complex environments women in communities faced.

While there is room for further development, project activities in recent years managed to support a more strategic female empowerment. By involving women in activities connected to hygiene, governance, DRR, environment or finca/farm management, among others, thereby ensuring a more holistic approach. Women have also become integral to various processes and have taken on roles as brigadistas. Simultaneously, the youth has become increasingly active in community affairs. Consequently, women and youth are now more engaged in day-to-day activities, signifying a tangible transformation in community involvement.

Lesson 4: Transparent tariffs that are tailored to the needs of the communities represent a key factor towards the sustainability of W&S projects in Nicaragua and Honduras, they are however unlikely to be replicated.

A central challenge for the water sector is the setting of tariffs and the decentralisation of funding, capacity building and accountability. In both countries, addressing these challenges largely fell upon the projects and – according to the HIC Team – sometimes with an underlying and optimistic assumption that the political-economic landscape would eventually improve. Consequently, communities have approached the topic of self-financing in different ways: whereas some of the visited communities have established a tariff system largely independent from the financial support of the municipalities, others set up a unitary (basic) tariff system. It was observed that tariff calculation based on the actual needs of the communities foster more financially sustainable systems, enabling investment in the acquisition of spare parts as such. Conversely, communities adhering to a tariff system geared towards keeping prices low face continual financial struggle as they heavily depended upon municipal funding.

Consequently, the HIC Team assumes that although the existing community based approaches are viable without institutional reforms and adequate sector financing through government transfers and tariffs, the approach is unlikely to be replicated on a national level without initial support.

Lesson 5: Active international and national networks and platforms represent an important factor in the exchange of knowledge and innovation in the water sector (Central as well as Latin America).

International as well as national networks and platforms are effective tools that have made it possible to communicate with experts, stakeholders and the interested audience with relevant information on a wide range of issues in the water sector. They also serve as an efficient knowledge exchange tool between the entities. However, their sustainability is difficult to sustain as it depends highly upon the willingness of their members to carry on and invest into exchange. In the case of AGUASAN Regional, its support to FOCARD APS supported regional exchange on best practices of the projects, as shown in the documents. Whereas the regional exchange played an important role during the implementation of AGUASAN projects, dialogues between the projects have diminished. A stronger exchange between the projects in Nicaragua and Honduras could have been beneficial for the projects in view of SDC’s phasing out of Latin America.

Lesson 6: The Humanitarian-Development Nexus gave space to a more holistic view and contributed to disaster risk reduction (DRR) and integration of protective measures of vulnerable groups in both countries as it is closely linked to the needs of the above mentioned groups.

Incorporating the Nexus framework into project implementation extends the focus beyond water, cultivating an awareness of water's ultimate use and forging connections to governance, decentralisation, health, gender, climate change, DRR, and the environment. SDC has provided assistance to national and local governments, as well as grassroots communities, in organising, training, and equipping brigades and committees. These initiatives have included the development of contingency plans, conducting drills, and facilitating roundtable exercises, all aimed at ensuring preparedness for rapid response of the watershed population. An illustration of this can be seen in both Nicaragua and Honduras, where this approach empowered communities to undertake precautions and adaptations, particularly in regions significantly affected by heavy rainfall and landfall. Additionally, this strategy empowered local communities to enhance their technical capabilities in water and irrigation infrastructure, as evident in the Dipilto Watershed and Cosecha de Agua projects.

Lesson 7: Flexibility within the SDC project infrastructure has paved the way for the creation of demand-driven W&S methodologies with high prospects of appropriation for local institutions and population. This flexibility has also facilitated adaptation to external changes (e.g. connected to political changes) and ensured a long project duration.

The flexibility in SDC in the project implementation has been perceived by national counterparts, as well as the implementing organisations, as a strong asset. Despite undergoing several and partially drastic changes in its 36 years of implementation, AGUASAN has managed to adapt to the different circumstances surrounding it. This includes its ability to adapt to a changing political environment (e.g. changing political environment in Nicaragua), and to adapt to a different set of implementing partners (transitioning from NGOs to state institutions as implementing partners) as well as change in the implementation model according to the needs and political situation (e.g. PGC model). SDC's flexibility was seen as one of the key factors contributing to this successful model. This can also be seen as a mean to attain the desired objectives. As one of the experts mentioned: *"We have to adapt all the time, but this way we can secure that we actually reach our goals"*.

Lesson 8: Continuity of support in the water sector (in Nicaragua for more than 36 years) has meant that SDC has been able to build up credibility with partners and a strong contextual understanding of the country and sector. This has provided SDC with a strong position and enabled a virtuous circle that benefited from past experiences and supported the development of the water sector in the country.

A long implementation duration of projects makes it possible to establish structures that sustain the durability of effects (mainly at the community level). As the example of AGUASAN has shown, particularly long duration of the project has helped to establish good dialogue and relationships with communities and institutions. It also represented a solution towards the scarcity of funds that were needed to cover the costs of the W&S infrastructure. The relationship of trust that was built between SDC and the Nicaraguan Government (as well as other donor agencies) also allowed to build upon the experiences and pursue additional projects in the country, a comparatively better position than other donors had in the country.

Lesson 9: A more pronounced focus on replication and/or scaling up without further donor support could be beneficial.

Replication involves formulating policies, institutionalising approaches, methodologies and capacities, and securing public and private resources for the issue from the country concerned - which may differentiate the implementation of programmes in the different regions. Whereas phasing out strategies are formally implemented (or designed) in the projects, a more pronounced focus on the replicability of the interventions could be beneficial. As such, the territorial approach in Dipilto and Ocotal has been proven to bring forward dynamism to the regions, however, the probability that the Nicaraguan government will be able to replicate this to other regions remains low. This is primarily due to the significant financial barriers involved, along with a dearth of capacities and fundamental structures in other regions that might impede the process. Due to its bottom-up structure, support processes in projects with territorial (and not sectorial) approaches may be even disregarded. Projects therefore run the risk that although interventions are sustainable to a certain degree, they stay local and are not translated to other regions.

Lesson 10: Regional exchange in Central America has proven to be successful in the past (particularly during the implementation of AGUASAN). To ensure synergies and better knowledge management and efficiency across projects, active support for inter-project exchange is essential. Otherwise, a regional approach may lose its purpose.

Regional exchange within the water sector has played an important role until 2017. During the implementation of the AGUASAN projects, a close exchange of experiences between the projects, as well as an exchange between projects in the water sector in the region, was ensured. In the past few years however, this exchange has significantly diminished and as indicated in certain evaluations: occasional meetings may occur, but formal

knowledge exchange mechanisms are largely absent. The watershed projects in both countries have different set-ups, making a “common umbrella” infeasible.

Examining Honduras and Nicaragua, one encounters two quite different situations despite their cultural, economic and socio-political proximity. This situation mainly arises from different political developments within the two countries in recent years, resulting in varying needs, setting and programme structures. This poses the question in how far models can be replicated to the different countries. As Lesson 3 and 4 showed, different approaches may be necessary.

Another question that is posed here is the actual character of a regional approach: it is crucial to define what this “regional” entails – if this represents a set of guidelines for projects implemented in the same region, however under a national framework, or an approach towards regional infrastructure of projects with regionally managed interventions.

Lesson 11: The “Political momentum” in which support is granted is a key factor for the effectiveness of the intervention, as well as its adaptation capacity to the local needs in the partner country.

It seems that the political momentum in which support is granted, is a key element for aid effectiveness, as well as its adaptation capacity to the local needs in the partner country. Looking at AGUASAN, this project came to place when the country lacked the most basic services for its population.

In fact, having a majority of water systems kept running and functioning their entire lifespan and beyond is a major (sustainability) achievement that should not be underestimated. In the past, most water systems provided water for free (as was the policy) during the first Sandinista period in 1980s and 1990s. Because local capacity was built and no cost recovery assured, many of those systems became obsolete and dysfunctional well before their lifespan.

Its seamless integration within the system enabled it to navigate both successes and challenges. Yet, the question is if the current programmes will be able to capitalise on this approach as well. The high political centralisation in Nicaragua debilitates local actors and thus limits the sustainability of results. It allows leads to a low capability of the state to adapt to potential changes needed within the project implementation framework. This is very interesting when comparing the situation in Honduras and Nicaragua. According to the HIC Team, there are already visible differences between the countries in the implementation of the watershed projects which indicate that interventions in the water sector in Honduras may have a higher probability of sustainability, due to a more favourable overall business setting and broader involvement of actors in the watershed.

3.4 CUBA | LOCAL DEVELOPMENT

3.4.1 DEEP-DIVE SECTOR | SNAPSHOT

The below table summarizes the [projects that were included in the deep-dive](#) in Cuba. The selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the thematic area “Local Development”.

Table 10: Projects included in the deep-dive Cuba | Local Development

PROJECT OBJECTIVE PERIOD VOLUME
Project to Support Sustainable Agriculture (PAAS): Strengthening food sovereignty through development of sustainable and resilient local agro-food systems. <u>Period:</u> 2013 – 2023 <u>Volume:</u> CHF 9.3 mio.
Implementation of strategies for municipal habitat management (HABITAT): Strengthening participatory and inclusive local planning for improved housing in municipalities with a special emphasis on disadvantaged groups and women. <u>Phases:</u> 2012 – 2022 <u>Volume:</u> CHF 7.4 mio.
Programme to support cooperative management in the agricultural sector (APOCOOP): Contributing to food security in municipalities by improving the management of and cooperation between agricultural cooperatives. <u>Period:</u> 2012 – 2024 <u>Volume:</u> CHF 9.2 mio.
Programme to strengthen Agricultural Innovation for Local Development (PIAL): Supporting production, productivity, diversification and sustainability of agricultural value chains for improved food security and local socio-economic development. <u>Period:</u> 2012 – 2022 <u>Volume:</u> CHF 9.1 mio.
Programme for strengthening municipal capacities for local development (PRODEL): Supporting systemic change towards participatory local governance through the preparation and implementation of local development strategies and political dialogue. <u>Period:</u> 2012 – 2024 <u>Volume:</u> CHF 9.0 mio.
Local participatory management in the rehabilitation of the historical centre of Havana (GEPAC): Strengthening participatory governance in relation to the rehabilitation of the historical centre of Havana as well as urban planning in the wider sense, incl. with the aim to improve housing and encourage economic activity. <u>Period:</u> 2012 – 2023 <u>Volume:</u> CHF 5.5 mio.

Coordinated Platform Programme for the Comprehensive Development of the Territories (PADIT): Strengthening management capacities for local development based on improved coordination across government levels and with the private sector for improved social services, employment opportunities and production. Period: 2014 – 2023 | Volume: CHF 12.7 mio.

Programme for Strengthening Vocational and Professional Education and Training (PROFET): Improving access of young people to income and jobs in their specialties by raising the quality of vocation education in line with labour market needs, with emphasis on women and vulnerable groups. Period: 2019 – 2024 | Volume: CHF 8.9 mio.


Participation and Equity Platform (PYE): Contribute to respect for human rights and anti-discrimination (ethnicity, gender and sexual orientation, etc.) through work with government, civil society and communities. Period: 2012 – 2024 | Volume: CHF 9.4 mio.

A **Historical Political Timeline** exemplifying important context factors relevant for the thematic area “*Local Development*” over the past 20 years is included in Annex 6. A **Thematic Theory of Change**, developed by the HIC Team, can be found in Annex 7. In a nutshell, selected points to keep in mind when reading the below capitalization results and lessons learned are the following:


- Cuba is ruled through a **one-party system** in which the Government is organising the country’s economy according to **socialist principles**. The **state continues to own most of the means of production**. The large majority of **economic actors** is therefore **public**; **private economy activity** (e.g. SMEs, single entrepreneurs) **has been legalised only recently and makes up a small portion of the official economy**.
- In practice, civil society is subject to significant government restrictions. Independent civic groups form and gather but they are not permitted to acquire legal status or organise protest.
- Bilateral cooperation in Cuba has been widely described as quite unique as the social situation in Cuba has, in contrast to most countries of the region, **until recently not been marked by extreme poverty or inequalities**. A number of interviewees with insight knowledge of SDC called the decision to launch a Cuba Programme “**political**” in the sense that diplomatic considerations rather than acute need for aid was what tipped the balance.
- **Political isolation** had it that international cooperation was very limited, amounting in 2002 to a mere US\$ 58 m. It was in a context of adopted measures to boost the economy– including the opening up to foreign investment, the lease of public land for commercial purposes, and the **legalisation of self-employment and small and medium-sized enterprises** (SME) – that SDC launched its pilot programme in Cuba.
- After a major government crackdown on dissidents in 2003, the EU and Spain temporarily suspended their international cooperation. Cuba’s track record in **guaranteeing civil rights, including freedom of association and freedom of press, has been poor** throughout and is regularly subject to international criticism.
- In 2011, the Government approved a **reform package** that commentators widely described as ambitious. Even though **new pockets of private economic activity** benefited some and government commitment to continue the reform process is regularly affirmed, efforts have thus far **failed to significantly stimulate the economy and internal structural barriers persist**. At the same time, analyses show **inequalities on the rise**, including across regions as well as based on sex, ethnicity, age and access to foreign currency.
- Despite **introducing important legislation to strengthen subnational government**, above all the widely positively received **new Constitution of 2019** as well as key policy documents such as the **2020 Municipal Development Strategy**, the state continues to be characterised by a **strongly centralised system of governance and control**.

3.4.2 OECD-DAC CRITERIA

Table 11: OECD-DAC criteria | Deep-Dive Cuba

CRITERION	SUMMARY
	<ul style="list-style-type: none"> ▪ Evidence collected through field work, interviews, document review, as well as earlier assessments by external evaluations confirm that the SDC contribution to local development was and continues to be of high relevance. ▪ Project objectives and design have responded to key priorities of the Cuban government. For the current phase, they are inter alia laid out in the National Plan of Social and Economic Development 2019 – 2030. Also, the SDC portfolio directly contributes to all four projects under the Territorial Development Programme (2020). ▪ The Cuba Programme’s strategic emphasis on local development has always been fully in line with the overarching SDC development goals of poverty reduction, reduced socio-economic inequalities and sustainable development.

CRITERION	SUMMARY
 <p data-bbox="183 544 240 577">HIGH</p>	<ul style="list-style-type: none"> According to SDC officials and implementing partners, coordination has for the most part been <i>ad hoc</i>, informal and project-specific. Against the backdrop of rather limited donor presence, such <i>modus operandi</i> has been considered effective by many, especially with the EU, active member states, and UN agencies (though <i>not everyone</i> agrees). Co-financing and implementation arrangements with other key development partners added to improved coherence. Cooperation with UNDP has been particularly strong since the early 2000. Starting with an initial Swiss financial contributions to the Local Human Development Programme (PDHL) at the time, subsequent programmes have regularly been the result of joint efforts between the two agencies. SDC has been frequently relying on capable public bodies as main implementer, such as in the cases of PRODEL and GEPAC. This way, coherence of efforts in the respective area of work was further strengthened, as institutional counterparts assumed an important part of the responsibility for steering activities and managing knowledge in a way that would harness synergies and avoid duplication. The fact that SDC projects operated locally, in most case with local coordinators, efforts to harmonise activities around a specific territorial nexus or the increasingly common platform approach have yielded very positive results and assured a high coherence.
 <p data-bbox="183 1312 240 1346">HIGH</p>	<ul style="list-style-type: none"> Effectiveness of SDC work in local development is deemed high. The overall balance is very positive with concrete results at the local level and the appreciation of these results is repeatedly expressed by the Cuban side. At the same time, in line with the multi-level approach, the strategic goal to support local change and innovation, and, in a next step, use products, results and experience to influence normative and systemic change has, in some of the reviewed cases, produced remarkable results. Both, external evaluators and SDC staff frequently highlighted the above average value for money, pointing to the significant results that had been achieved with comparatively small financial resources (<i>before 2013, average < CHF 4 m, and after ~ CHF 11 m annually</i>). Interviewees regularly pointed out that SDC contributed significantly to shifting boundaries in public discourse. Decentralisation and private business activity were for a long time political no-go's and kept out of the official discourse. During the field mission, key stakeholders of different levels of the Cuban administration confirmed that SDC was effective in adding new topics to the policy agenda and to secure relevant buy-in from key actors within the partner system. Selected examples: <ul style="list-style-type: none"> To enable local actors to engage in effective and inclusive planning, SDC programmes have supported the preparation and implementation of local development strategies. Programmes like HABITAT, PIAL and PRODEL have provided significant support to municipalities, relying strongly on capacity development of local stakeholders (rather than substituting). Local development strategies are today recognised and promoted by the national government as standard tool for decentralised management and planning. The new Decree Law on Agricultural Cooperatives was drawing on the successful experiences of APOCOOP and includes for the first time that agricultural cooperatives can adopt the form of a first-degree cooperative and recognises the concept and development of inter-cooperative cooperation and cooperation with other public and private entities. Specialists from SDC supported projects (i.e. BIOMAS, PAAS, PIAL and APOCOOP) were invited by the President and MINAG to join an expert group mandated to overhaul agricultural policies and assumed a leading role in the new design, applying approaches and experiences from the projects. An external evaluation of PAAS II from 2020 found that the programme achieved excellent results in supporting the production of healthy, agro-ecological food and strengthening local regional value chains for increased food security in municipalities. Accordingly, producers benefited from increased revenues and new jobs were created, providing new income opportunities for youth and women. The Government of Cuba has declared the participatory and inclusive governance model piloted by the Office of the Historian of the City of Havana (OHCH), supported through HABITAT and GEPAC, a good standard and advocates its application throughout the country.
 <p data-bbox="183 2011 240 2045">HIGH</p>	<ul style="list-style-type: none"> The HIC team has found substantial evidence – both in available reports as well as the insights provided through interviews and field visits – to confirm that SDC interventions in local development had a positive systemic impact. Examples include: <ul style="list-style-type: none"> SDC efforts to promote decentralisation and the rights of vulnerable groups have helped to elevate these issues to the forefront of public discussion. By working closely with local communities and government officials, SDC has helped to raise awareness of the importance of decentralisation in promoting sustainable and inclusive local development. This has led to a more robust and nuanced public debate around the role of municipalities as engines for positive change. Similarly, by engaging with civil society organisations and promoting dialogue between diverse groups, SDC has helped to create a more informed and engaged public, and strengthened local organisations and activists in their ability to advocate for their own rights and those of others (e.g. AFROATENAS, CENESEX, Paloma Project).

CRITERION	SUMMARY
	<ul style="list-style-type: none"> ○ There is substantial evidence that SDC cooperation on local development has achieved its goal to feed local experience into the wider policy framework, including the 2019 Constitution, the Family Code or the Plan for Food Security and Sovereignty, the Agroecology Law, the Plan for the Advancement of Women, Government Programme against Racism, the Law on Small Enterprises and Cooperatives, and most recently the Law on Education. ○ SDC supported programmes and their spin-off structures have in some cases become integral to policy delivery in Cuba. Prominently, PADIT was created under the leadership of the MEP and the IPF, with the support of UNDP, SDC and the Italian cooperation AICS. While for the time being in part reliant on donor financing, the level of institutionalisation in the multi-level stakeholder landscape (e.g. municipal local development groups) signals systemic impact. Legal impulses have directly come out of the structures of PADIT and have later been adopted, such as Decree Law 33 on the Strategic Management of Territorial Development - Spatial and Urban Planning Plan. ○ The impact of small local development initiatives supported by the SDC had in some cases a profound effect on poverty-reduction and the quality of lives of the benefitting communities at hand. Initiatives such as AFROATENAS have made significant strides in addressing taboo topics like gender identities and racial discrimination, contributing to informed public debate beyond the limits of their neighbourhood. At the same time, concrete work at community level has led to visible development in disadvantaged areas.
 <p>HIGH (generally)</p>	<ul style="list-style-type: none"> ■ SDC local development projects in Cuba have per se a relatively high chance of sustainability due to its participatory and inclusive approach, strong alignment with government priorities, firm reliance on local resources – that is, staff of subnational governments, private sector actors, CSOs and others – as well as individual and institutional capacity development at the heart of its support. However, Cuba currently finds itself in the middle of a heavy social and economic crisis, which poses a considerable threat to the sustainability of project results. ■ SDC cooperation in Cuba moved towards implementing through so-called platforms as a way to increase the effectiveness and sustainability of its development interventions in the country. The platform approach is based on the idea of creating a space for dialogue and collaboration between different actors, including civil society organisations, government institutions, private sector actors, and academia. In this sense, platforms serve as a hub for coordination and cooperation, facilitating the exchange of knowledge, resources, and expertise, whilst strengthening the ownership of participating stakeholders. ■ The SDC platforms in Cuba, such as PADIT, PYE, or PIAL, the latter to advance agricultural development locally, were designed to drive local development and involve a range of actors, including civil society organisations, government institutions, private sector actors, and academia. They aim at building long-term partnerships and networks which, thanks to their firm anchoring among local actors, are then hoped to continue to work together beyond the project cycle. The level of institutionalisation of some existing platforms gives reason to assume that they indeed will, which makes their sustainability rather likely. Examples: <ul style="list-style-type: none"> ○ Various groups have been created within the framework of the projects, most notably multi-stakeholder platforms under PIAL and PADIT, which are by now integral part of the institutional landscape of provinces and municipalities. ○ The Historian's Office, a public body of the status of a Ministry, is today championing the governance model that was piloted in the Old Town of Havana with the help of SDC HABITAT and GEPAC across its network of offices all over Cuba to make urban planning more participatory and socially-inclusive, whilst harnessing local development potentials without jeopardising the cultural heritage of the cities.

3.4.3 SECTORAL & INSTITUTIONAL LESSONS-LEARNED

Lesson 1: Going local as sound strategy

Overall, the SDC focus on **local solutions** which can be replicated and fed into higher level politics to influence policy and legislative processes was a **realistic and notably successful approach**. The Cuba Programme shows a **clear evolution** from initially small, purely local projects to a more integrated multi-level approach, rooted in **concrete results** at local level that can serve as models for horizontal upscaling. At the same time, the review of SDC programme documents allows to clearly trace how subsequent phases within the multi-year programme cycle showed an **increasing emphasis on systemic change processes**, signalled both by the formulation of objectives but also, at times, by changes in the partner set-up. Through civil society support, formal and informal networks, as well as SDC staff themselves, SDC managed to provide valuable input into the **public discourse** and political **agenda-setting** (compare 4.1.4).

Lesson 2: Local development groups for increased participation and ownership

Municipal local development groups, as has been illustrated earlier, have been successfully piloted in various SDC projects and are today **widely recognised and increasingly replicated mechanisms of participatory local governance**. Not only do they symbolise the **strong local anchoring** of SDC local development programmes; they have also turned into **important vehicles for self-organisation of different local stakeholders**.

Lesson 3: Centralised management questioned but still sturdy

Over the past 20 years, Cuba has started to question its governance model and successively made steps towards increased subnational autonomy and locally-led development initiatives. Despite the evident progress the country is making in moving past its heritage of Soviet-style centralised management, and the clear positive contribution that SDC cooperation has made in the process, *old habits die hard*. Top-down management is still prevalent and it will take time to further consolidate decentralisation reforms and further improve the framework conditions for local development.

Lesson 4: Respectful but critical

SDC has been strongly perceived as an agency that is perfectly capable of *walking the thin line between respecting the local context and aligning with government priorities* on the one hand, and *tackling extremely sensitive and politically controversial issues* on the other. Interviewees gave SDC enormous credit for its major role in advocating for local governance when no one in government was prepared to speak about decentralisation. SDC has also been promoting women's empowerment, LGBT+ rights as well as the issue of racism, and thereby helped to *catalyse important debate* and, as has been outlined earlier, thereby contributed to remarkable progress in the fields.

Lesson 5: No narrow regional focus

SDC traditionally tries to concentrate its activities to one or few regions of a country. In the Cuban context, evaluators pointed out that there is more likelihood of impact if an approach or methodology is tested more widely in different parts of the country for *maximum visibility*. Partner institution accordingly have stronger arguments for feeding experience into national policy cycle as possible country-wide approach. Interviewees added also that programmes often expanded in scope over the years and from one project phase to another. The choice of whom to include was thereby strongly *interest driven*. Also, the *capacities of local partners to assume ownership* and coordinate activities in the communities played an important role during programming. Due to their mostly *close integration into the official governance system*, methods and tools promoted through SDC programmes would quite naturally be *replicated and upscaled*.

Lesson 6: Transversal topics well integrated

The transversal topics gender and anti-discrimination have been *well integrated and visible* in the later cooperation programmes, and proved to be of vital importance. Today every programme has a gender and social inclusion strategy. *Far from only pursuing a mainstreaming approach*, both soon advanced to reflect *key priorities in SDC interventions on local development*. By hindsight, it might be argued that they may have deserved a more prominent role in earlier strategies. Other issues, such as environmental protection/climate change were introduced in more recent strategies and proved to be relevant. Using *culture and arts* as entry point for addressing key issues around *social inclusion, gender stereotypes, racial discrimination and others* has proven to be successful.

Lesson 7: Better late than never?

No one knew at the time that SDC would withdraw its bilateral cooperation by 2024 and major delays caused by pending approvals resulted in an unintended late launch. By hindsight, it is of course unfortunate that the topic of technical and vocational education – addressed through *PROFET* – was not added to the portfolio earlier. As it stands, it will likely not have the time to achieve all its objectives. Nevertheless, with the early announcement of its exit and close cooperation with both governmental and international partners plus NGOs, SDC has assured that a responsible phasing out and smooth continuation of the programme is realistic.

Lesson 8: Cooperation built on trust

Trust was the key word used by literally all stakeholders the HIC team has talked to. Cooperation built on trust is what made much of the success of SDC's work in Cuba possible in the first place. The Cuban Government is wary of foreign actors; only few are allowed to work in Cuba at all. Being able to build trust with partners in the country was mainly attributed to the *transparent and consistent* engagement of SDC, *respect for the Cuban context and acceptance of differences*, as well as the important role of SDC National Programme Officers who have played a *key role as interlocutors and facilitators* that cannot be overestimated. Former SDC staff confirmed that the trustful cooperation that has repeatedly been stressed by government officials during interviews was the result of years of *relationship-building*. At the same time, SDC managed to find the right balance and *maintained critical distance as needed*. While the human rights situation in Cuba is still an extremely delicate topic, SDC's *strong reputation* puts Switzerland *in the position to be able to express concerns*. SDC's successful approach to cooperation in Cuba can serve as a valuable lesson for other authoritarian contexts.

Lesson 9: Flexibility, responsiveness and adaptability

SDC cooperation on local development since 2003 has been characterised by a *high degree of flexibility*, which has allowed it to *adapt to changing circumstances* and achieve significant results. One example is when the Cuban government introduced new regulations on private enterprise in 2018, SDC quickly adjusted its support to help MSMEs comply with the new requirements. When the COVID-19 hit in 2020, SDC was *perceived as particularly responsive* as it came to the help of local communities in the most affected areas with food and hygiene supplies. It also provided support in the *elaboration of vaccines* that helped combat the pandemic. Another example is its

partnership with local organisations to promote sustainable agriculture practices under PIAL, APOCOOP and other projects. In the face of **natural disaster** (e.g. Hurricane Irma in 2017, and Ian in 2022), SDC quickly pivoted to provide emergency aid and support to help farmers recover their crops and livelihoods.

Lesson 10: Adequate communication with partners and beneficiaries of its actions based on respect and recognition of differences

SDC has widely been recognised for adopting an approach to development cooperation that prioritises respect and adaptability towards its partner countries. In the case of Cuba, SDC has always been perceived as **working in partnership with the Cuban government and local stakeholders, rather than imposing its own agenda**. Many interviewees expressed the view that, unlike other development agencies, SDC fully respects the needs, priorities and dynamics in the partner country, even where differences in opinion or values exist. Steering the development process in a way that is sensitive to local realities has been frequently pointed out as a major success factor for **SDCs excellent reputation among both state and non-state stakeholders**.

Lesson 11: Cuban Programme Officers with abundant expertise and considerable visibility

An outstanding feature often highlighted during interviews and project visits is the role of the Cuban Programme Officers. In all cases **recognised experts** in their field (not sheer administrators), sometimes with **considerable popularity and visibility in the country** prior to joining SDC, they were and continue to be instrumental in forging cooperation with government stakeholders. Against the background of an environment often described as filled with **suspicion towards foreign actors**, the trustful relations SDC maintains with the Cuban government – albeit not free of tensions - are to a considerable degree made possible thanks to the **above-average national staff** working for SDC programmes, who are able to **navigate smoothly in the complex Cuban context**.

Lesson 12: Readiness to take risks and work on sensitive issues

One of the strengths of SDC cooperation in local development in Cuba, as frequently pointed out by interviewees, has been its **willingness to take on topics that at the time were considered taboo**. In the Cuban contexts, this includes the very idea of decentralisation, which for a long time has been described by stakeholders as political minefield. At the same time, SDC has been careful to approach these topics in a way that is **not offensive to key stakeholders**. This has allowed the organisation to build coalitions for change across levels of government, and make a significant input to the considerable **changes in the legislative normative framework** of the country that has been described earlier.

Lesson 13: High visibility at a comparatively low cost

SDC cooperation in local development has generated an **enormous amount of visibility for Switzerland in Cuba**. Compared to other country contexts in LAC and elsewhere, SDC operated in Cuba on a **fairly modest financial commitment** (*before 2013, average < CHF 4 m, and after ~ CHF 11 m annually*). While the HIC team did not engage in any detailed cost-effectiveness analysis of the Cuba Programme, **reputation gains** have been significant – and shared invariably by all types of counterparts interviewed or visited.

Lesson 14: The Head matters

Perhaps little surprising but indeed a central topic that emerged from the deep dive is that the **preferences and initiatives of the top manager** in charge do indeed strongly shape programmatic developments. While it seems that some thematic adjustments were closely linked to overarching shifts in the development discourse or new priorities set in Bern, the role of **individuals pushing certain topics** has been regularly highlighted. Examples include the increased emphasis on gender/empowerment of women in the second half of the 2000s or the introduction of TVET into the Cuba Programme.

Lesson 15: Implementation modalities

Available implementation modalities are decisively different in Cuba than in other countries of Swiss Cooperation. Besides cooperating with UN agencies and in rare cases with international NGOs, for the most part, SDC relied on national stakeholders – both state and non-state – as implementing partners. **State supervision** of SDC activities was reported to be **tight**, as with all other foreign actors in Cuba, slowing down implementation of activities and entire programmes as approvals were pending for extended periods of time. It was therefore sometimes argued that in the Cuban context, **local mandates, even where capable partners were won**, did not reduce the SDC in-house workload as expected, since **wary government partners** made regular **time-consuming troubleshooting necessary all the same**. Different ways of **co-financing with other donors** allowed to leverage action and **reduce the administrative burden on the Cooperation Office**. At times, NGOs were involved to play an important role in **taking over project manager functions** (see lesson 9).

Lesson 16: Platform approach for increased sustainability

The increasingly applied **platform approach** shifted **gradually managerial responsibility to partners from within the Cuban partner system**. On the one hand this was reported to reduce the workload for SDC staff (see previous lesson). More importantly, local partners engaged in platforms such as PADIT or PYE repeatedly raise the issue of **increased ownership** (not without a sigh at times, considering the additional work that came with it). At the same

time, they all pointed out that, though far from easy, this strengthens the [much needed collaboration and cooperation between Cuban stakeholders](#) like no project managed by an external party would.

Lesson 17: Long-term commitment as outstanding feature

SDC is not only recognised for [long-term planning of project cycles](#) but also its transparent and [clear communication about future commitments](#). While maintaining always sufficient flexibility to respond to changing needs and contexts, SDC is perceived to be a very reliable partner that can be counted on, even or especially in difficult times. Identified as a [key strength of SDC](#), interviewees also appreciated the [early notice](#) about the closure of the Cuba Programme, and the [responsible withdrawal](#) over the period of three years.

Lesson 18: Integration of Embassy/SDC

The functional and physical integration of SDC into the Swiss Embassy in Cuba was intended to streamline development efforts and improve efficiency. In the perception of some, this had two consequences: some local partners reported that the move made SDC [seem less accessible](#) to them when compared to the previous location (a yard shared with other development agencies, such as UNDP). In the words of one interviewee: “Before we would just quickly drop by at their offices, which now no longer seems to be adequate.”

Lesson 19: Increasing administrative burden for Cooperation Office

Over the past decade, the Cooperation Office in Cuba has experienced a [steady increase of administrative tasks](#) – partly deemed to be linked to new reporting requirements for greater accountability but also to what is perceived by some as rolling back the [traditionally decentralised management of SDC in favour of more central control](#).

Lesson 20: Monitoring and impact assessments

Past evaluations had requested to improve the monitoring of projects and the Cooperation at large. Notable efforts have since been undertaken and led to better availability of data. Rigorous impact assessments on the SDC contribution however have not been performed, leading to [scarce information about the possible impact on poverty reduction](#). Generally it would be useful to assure [reporting against indicators with explicit reference to the running as well as previous project phases](#), even in cases where indicators have undergone substantial change from one phase to the next. In some cases, this has already been done, in others [aggregate data](#) were not readily available. Capitalisation as well as communication work would benefit from reporting aggregate data as a standard practice

Lesson 21: Knowledge management

SDC (projects, programmes, regional and thematic departments in Bern) produces a great number of valuable materials. However, availability of documents is limited. At times, evaluations, final reports and other key material was found to be not available, or only available with the Cooperation Office but not SDC Bern. Institutional learning in general and future capitalisations in particular would benefit from an [up-to-date unified data base](#).

3.5 HAITI | LOCAL GOVERNANCE AND RESILIENCE

3.5.1 DEEP-DIVE SECTOR | SNAPSHOT

The below table summarizes the [projects that were included in the deep-dive](#) in Haiti. The selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the thematic area “Local Governance & Resilience”.

Table 12: Projects included in the deep-dive Haiti | Local Governance and Resilience

PROJECT OBJECTIVE PERIOD VOLUME
Programme d'Appui à la Gouvernance Agricole Inclusive (PAGAI): To contribute in a sustainable way to the satisfaction of the nutritional requirements of the Haitian population and to the social and economic development of the country, within the framework of a long-term vision of promoting modern, agro-ecological agriculture, based on the effectiveness and efficiency of family farms and the promotion of agricultural enterprises through the involvement of the sector. <u>Period:</u> 07/2018-06/2022 <u>Volume:</u> CHF 6.1 mio.
Programme d'Appui à la Gouvernance Décentralisée (PAGODE): To contribute to the strengthening of public institutions for decentralisation (1) to support communal and inter-communal actions in the provision of services and investments; (2) Contribute to the strengthening of citizens' associations and promote equality between women and men; (3) Provide support for dialogue with governmental and local actors and for consultation between PTF (Technical and Financial Partners). <u>Period:</u> 03/2019 – 02/2023 <u>Volume:</u> CHF 7.7 mio.
Projet d'appui à la reconstruction de l'habitat avec formation dans le Sud (PARHAFS): Objective Phase 1: Strengthen the resilience of populations to cope with the effects of natural hazards on the habitat. Objective Phase 2: Strengthen the resilience of communities in the South to the effects of natural hazards on both individual housing (family level) and community shelters. <u>Period:</u> 07/2018 – 06/2025 <u>Volume:</u> CHF 12.63 mio.

PROJECT | OBJECTIVE | PERIOD | VOLUME

Renforcement de la Gouvernance Locale de l'Eau et de l'Assainissement en Haïti (REGLEAU): Improve the living conditions of the population by increasing the availability and improving the quality of drinking water and sanitation services. Period: 11/2018 – 11/2022 | Volume: CHF 9.4 mio.

Phase Unique pour le Relèvement Post Ouragan dans le Sud (PURPOS): Contribute to the post-Matthew recovery efforts in the "Grand Sud" by supporting transparent and equitable actions combining short term assistance to the most severely affected populations (particular targeting of vulnerable people and specific consideration of the needs and key roles of women) and the reinforcement of 'actors' in their medium and long term development perspectives. Period: 02/2017 – 12/2018 | Volume: CHF 4 mio.

Programme d'appui à la Promotion et à la Protection Sociale en Haïti (PROMES): Contribution to the construction of a national and territorial system of social protection and promotion for the socio-economic integration of vulnerable households and the reduction of the intergenerational transmission of poverty. Period: 11/2019 – 12/2024 | Volume: CHF 9.08 mio.

Programme de Réduction des Risques de Catastrophes Naturelles (RRC): Objective Phase 1: Appropriate prevention measures protect the population, especially the most vulnerable, from loss of life and damage or destruction of their livelihood systems and basic infrastructure. Objective Phase 2: The objectives pursued within the framework of phase II make it possible to intervene at the communal and local level in all areas of risk management by continuing to work on the knowledge of natural hazards, risk assessment and prevention, while adding the aspects of preparation/response compared to phase I. Period: 02/2016 – 12/2023 | Volume: CHF 8.37mio.

Centre de compétences en reconstruction (CCR): Contribute to the coordination of reconstruction projects. Period: 2011 – 2018 | Volume: CHF 6.3 mio.




Programme de Préservation et de Valorisation de la Biodiversité (PVB): Objective Phase 4: The project contributes to the improvement of the living conditions of the local populations of the Massif de La Selle in the context of the promotion of a sustainable management of natural resources and biodiversity. Period: 2003 – 2024 | Volume: CHF 9.3 mio (phases 3 & 4).



A **Historical Political Timeline** exemplifying important context factors relevant to the thematic area "*Local Governance and Resilience*" over the past 20 years is included in Annex 6. A **Thematic Theory of Change**, developed by the HIC Team, can be found in Annex 7. In a nutshell, selected points to keep in mind when reading the below capitalization results and lessons learned are the following:

- Over the last 20 years, Haiti is shaped by a series of **political and natural disaster events**, increasing violence and insecurity, which have exacerbated the country's fragility and significantly impacted its economic and social development.
- Haiti remains the poorest country in the LAC region and is one of the poorest countries in the world. On the **UN Human Development Index**, with a score of 0.545, **Haiti ranked 163rd out of 191** countries in 2021, which has remained almost unchanged throughout the last two decades (0.474 in 2000).
- **Corruption** has long been a pervasive problem in Haiti, hindering economic development, undermining public confidence and trust and hampering effective governance in the country. In Transparency International's **Corruption Perception Index**, **Haiti ranks 164/180** with a score of 17/100 in 2022.
- The withdrawal of MINUSTAH at the end of 2017, which has performed many tasks such as ad hoc funding of social services and security outside Port-au-Prince, represented a real governance challenge for the Haitian state. Until today, local authorities do **not have sufficient financial and technical capacity** to fulfil their mandates and missions (public services and protection of the population).
- In addition to the complex and fragile political landscape, **natural disasters have a significant and devastating impact** on the Haitian population. In the last two decades, the disasters Hurricane Jeanne (2004), the Earthquake in 2020, Hurricane Matthew (2016), Hurricane Irma and Hurricane Maria (2017), and the 2021 Earthquake and Tropical Storm Grace (2021) had profound and long-lasting effects on Haiti, including loss of life, displacement, economic setbacks, and challenges in the recovery and reconstruction processes.
- Haiti began a process of decentralization in the early 2000s aimed at **strengthening local governance structures and improving service delivery** at the community level. This was facilitated by the **establishment of new legal frameworks and the creation of municipal councils**, with the aim of empowering local communities to take ownership of their development agenda. However, the effectiveness of these legal frameworks has been challenged by factors such as limited financial resources, weak institutional capacity, and political interferences.

3.5.2 OECD-DAC CRITERIA

Table 13: OECD-DAC criteria | Deep-Dive Haiti

CRITERION	SUMMARY
 <p>HIGH</p>	<ul style="list-style-type: none"> All three phases of SDC programming represented a de-facto continuation of previous programming strategy aligned with country needs and guided by SDC's global development strategy and technical guidelines, e.g. the Hyogo Framework for Action (HFA) 2005-2015, SDC's Guidance on Governance (2020), etc. Overall, SDC's development and humanitarian programming strategies have been relevant, both to the priorities of Haiti and to SDC policies, and have been responsive to changes in both, e.g. the Plan d'action pour le relèvement et le développement national (PARDN), Strategic Development Plan for Haiti (PSDH, 2010), the Haitian government's Agricultural Development Policy of Haiti (2010-2025), the Haitian government's National Policy for Social Promotion and Protection (PNPPS), etc.
 <p>HIGH</p>	<ul style="list-style-type: none"> SDC's evolution of programmes was generally responsive and coherent with the changes in the country's evolving context with a focus of shifting resources through a phasing approach from humanitarian to development programming, while ensuring gaps are covered through LRRD linkages. This has been the case e.g. with the PAGODE and REGLEAU programmes. The document analysis as well as interviews highlight an overall good coordination among SDC's projects, e.g. the REGLEAU programme has established partnerships with RRC to protect structures and mitigate risks - Actions of the RRC project are in synergy with those of REGLEAU in terms of strengthening municipalities, implementing mitigation measures and making the most of mapping tools (Nexus). Overall the coordination mechanism for humanitarian response faced challenges while ensuring a coordinated needs assessment and response to the disaster affected population. Though, the HIC team noted that SDC's flexible programming response through humanitarian and development interventions has contributed to strengthening territorial coordination among actors.
 <p>HIGH (generally)</p>	<ul style="list-style-type: none"> Although SDC's engagement in local governance and resilience in Haiti has been relevant and projects have demonstrated coherence and complementarity, several endogenous factors have hindered the effectiveness of their approach. The long time required to mobilize stakeholders, the lack of resources, the security situation, socio-political unrest, COVID 19, and the financial difficulties of the municipalities have all contributed to the challenges faced by SDC. SDCs exit is perceived as an additional challenge. Switzerland's development programmes in Haiti have generally had a long-term perspective. Programmes, which for the most part began around 2018, should have extended until 2030, and are now terminated several years earlier. Despite these challenges, SDC's work in Haiti has contributed to strengthening of local governance and resilience in the country, among others, by contributing to a better understanding of territorial governance and putting in place emergency preparedness measures based on the natural contingencies for some municipalities in their areas. Governance was and remains a cross-cutting theme for SDC in Haiti, which is positively perceived by interview partners. Selected examples include: <ul style="list-style-type: none"> Strengthening Local Governance and Resilience: Through PAGODE, which aims to strengthening local governance and resilience, beneficiaries were trained in the principles of Monitoring and Evaluation (M&E) and Results-Based Management (RBM), which improved their knowledge and skills in these areas. The project has also contributed to behavioural change among communities and local authorities in terms of response time to natural disasters, as well as the application of technical measures proposed by the project. Improved Access to Basic Services and Increased Agricultural Income: PAGAI has changed the perception of access to basic services, increasing from 59% in 2018 to 83% in 2021 according to the quantitative survey data from the final mid-term evaluation in 2021. Additionally, in 2021, a dozen Grouping of Farmers' Organisations are running, and agricultural services were generating a 16% increase in income for the direct beneficiaries of agricultural services (bean seeds, ploughing, market garden seeds, etc.). 53 Farmers' organisations have been strengthened in terms of governance and management, and equal relations are being promoted, with a view to increasing the participation and inclusion of women in decision-making and rebalancing the household balance. Building Resilience/ Resilient Governance: The PARHAFS project made significant progress in improving resilience. In 6 municipalities, the project achieved 71% completion of the housing component, including 64% of fully completed houses, and trained all planned artisans and municipal technicians. Furthermore, the project helped to strengthen technical skills in the targeted communes by training 14 municipal technicians and 175 artisans in the construction of earthquake and cyclone-resistant buildings using local materials. The project also introduced earthquake-resistant and paracyclone-resistant building models into the communities (TCLA technique) and promoted the use of local materials in construction. The humanitarian-development nexus approach is seen as essential for improving the effectiveness of humanitarian and development operations in Haiti. Success factors include: financial and operational flexibility, including contingency planning; shared understanding of the context among the players, listening to and involving local players and communities and a common understanding of the approach within the teams and adequate technical capabilities for its implementation. SDC's comprehensive approach and high degree of flexibility in instruments (DC and HA) is seen as a great strength that allows flexibility in designing and implementing programmes.

CRITERION	SUMMARY
 <p data-bbox="172 813 252 846">LIMITED</p>	<ul style="list-style-type: none"> ■ Over the past 20 years, SDC's bilateral cooperation in the sector of local governance and resilience in Haiti has contributed to several key changes. It is however difficult to reliably pinpoint the (likely) impact due to limited available impact data / evaluations. Selected examples drawn from the literature and interviews include: <ul style="list-style-type: none"> ○ Through its focus on sustainable agriculture practices, SDC's projects in Haiti have increased agricultural productivity and income for small-scale farmers, leading to improved livelihoods and increased food security. ○ SDC's efforts in promoting gender equality and women's empowerment have led to increased gender sensitization and adoption of gender-responsive approaches in interventions, improving outcomes for women and their communities. ○ REGLEAU project has supported the construction and rehabilitation of infrastructure, water systems, in several communities, thereby increasing access to these essential services. The project has also contributed to strengthening national institutions by creating a national body responsible for water, which envisages to replicate the developed water system in other parts of the country. ○ Transforming Construction Practices and Promoting Local Materials for Increased Resilience: As well as training people, PARHAFS has introduced earthquake resistant and paracyclone-resistant construction models into communities. The new safety provisions can influence future construction. Additionally, the TCLA approach promoted local materials and showed builders how they could succeed in constructing solid buildings using local materials. ○ Improving Safety and Public Confidence through Enhanced Building Process for Resilient Construction: RRC brought changes by strengthening the capacity of town councils to grant building permits and monitor construction. Municipal officials have noted a change in public perception of the issuing of building permits, which are moving from the status of a simple paper form to that of an indicator that can reassure the owner that the building is in a more secure location in the face of climatic and geological hazards, and that compliance with building standards will protect against geological risks. ■ Factors likely to limit the extent to which SDC's interventions will generate significant positive or negative, intended or unintended, higher-level effects, include the following: <ul style="list-style-type: none"> ○ Political fragility, weak governmental institutions, high dependency on aid for financing development projects, and the great diversity and agendas of donors involved have made for unusually serious difficulties of coordinating with local stakeholders, and in some cases between donors, likely to limit impact potential. ○ The withdrawal of SDC funds will negatively impact the already gained results through SDC's programme, e.g. the early closure of projects like PAGODE will weaken the impact of current interventions, highlighting the importance of long-term commitment and sustainable funding for development interventions.
 <p data-bbox="172 1753 252 1787">LIMITED</p>	<ul style="list-style-type: none"> ■ In all programmes, sustainability measures were either taken or advocated for. Some examples where a continuity and/or up-scaling can be seen or may be likely include the following: <ul style="list-style-type: none"> ○ REGLEAU: The national body responsible for water, envisages to replicate the developed water system in other parts of the country. It aims to continue the programme with monetary assistance from the World Bank and IDB. The project is an example of the Nexus where methodological approaches are shared between DC and HA. ○ PROMES: The objective is to transform this project in the field of social protection. The World Bank will take over the project approach in Grand'Anse with the same partners. Further, the EU has expressed interest in replicating the project in the North-West region. ○ PAGODE: The project has laid a solid foundation for the sustainability of its effects through its strategy of strengthening the capacity of local actors and networking FOs with local state actors. The territorial anchoring of the project, involvement of local actors, and training of human resources have also been identified as factors that contribute to its sustainability. However, the lack of government commitment, unstable socio-political context, and brain drain threaten its sustainability. ■ Selected challenges (in addition to the ones mentioned under "Impact") to sustainability include the following: <ul style="list-style-type: none"> ○ Sustainable relationships with national institutions is challenging as they depend on projects and cannot have a financial projection over three years. Experiences with local actors show that they are not used to managing large budgets. Further, the risk to sustain capacity is high, due to high rate of criminality, strong migration "brain drain", lack of continuity in elected offices and administrations and corruption. ○ The local context of insecurity, inflation, instability of macroeconomic context and of human resources. ■ The close cooperation between the Swiss humanitarian aid sector and SDC in Haiti helps to ensure that the development projects are more resilient to shocks and crises, and that the emergency responses are more sustainable. Even though SDC's cooperation office in Haiti is withdrawing, the fact that humanitarian aid is staying will help to continue the positive impact of SDC's past projects and contribute to their sustainability. The capacity building efforts and the established local structures with good and trusted networks will remain through the practiced global vision of governance, and Switzerland's good reputation on all levels in Haiti will likely be continued through the work of Switzerland's Humanitarian Aid.

3.5.3 SECTORAL & INSTITUTIONAL LESSONS-LEARNED

Lesson 1: Strategic planning and implementation should prioritize increasing women's participation in project activities, both in the area of governance and resilience.

Reinforcing gender mainstreaming efforts, particularly at the community level, is crucial for promoting inclusivity and achieving sustainable development outcomes. Continued expansion into new sections of communes (e.g. PARHAFS: to train more female craftsmen and promote the TCLA approach) contributes to gender-sensitive approaches and enhances the overall effectiveness of the project). Other SDC projects, such as PAGAI, have played a significant role in social inclusion and empowering women through training and support for women's organizations. Strengthening local authorities and promoting transparency has increased risk awareness and built trust among project teams and partners. Integration of women in local management structures, as seen in REGLEAU and PROMES, has led to targeted gender mainstreaming activities and the empowerment of women in various sectors.

Lesson 2: Effective intervention planning requires careful consideration of vulnerability to hazards when selecting areas of focus.

Concentrating efforts on rural areas, specifically targeting the most vulnerable populations, maximizes the impact of interventions. The reduction of geographical focus (as seen in the South East in the RRC project), allows for concentrated efforts and better outcomes through streamlined resource utilization. The choice of intervention areas (Jacmel, La Vallée de Jacmel, Cayes-Jacmel) for the RRC project was considered appropriate given the vulnerability of the municipalities in the south-eastern department to climatic and geological hazards. The town halls of the three affected municipalities have received capacity building support for their municipal engineering departments on risk and disaster management. The methodological approach developed under the project to transfer skills to national experts was clear and met the needs of the target institutions.

Lesson 3: Networking partner town councils fosters collaboration towards a common vision of disaster risk management.

By supporting tripartite initiatives involving the public, private, and voluntary sectors, a foundation for resilient construction is established (as seen in the RRC project, bringing together the Caisse Populaire Espoir and ATECO). Other projects like SQUAT also demonstrate the importance of synergies with partner town councils and civil protection committees to integrate risk management into housing design and construction. Utilizing the project timeline to facilitate exchanges and forums between relevant cooperatives and partner town councils further strengthens responsibilities, sector progress, and future prospects in granting building permits and construction loans.

Lesson 4: Adapting deadlines for deliverables and allowing flexibility in the planning and execution of tasks is essential for achieving effective results in fragile contexts like Haiti, considering external factors and administrative procedures.

Here, it is crucial to clearly identify interdependent tasks to mitigate potential delays and ensure smooth project progression, as successfully applied in several projects (e.g. RRC)

Lesson 5: Building resilient and sustainable houses and multifunctional community shelters with solid, paracyclonic, and earthquake-resistant TCLA construction methods, along with integrated essential facilities like latrines and rainwater collection systems, has proven successful for enhancing disaster resilience.

Lesson 6: The focus on horizontal governance, local dialogue and a realistic assessment of the local context has proven successful in fostering collaboration and stakeholder ownership, promoting open communication and allowing for greater flexibility and adaptability in responding to different shocks.

Given the state's fragility due to political instability and growing insecurity, SDC's innovative approach to focus on community based programme is highly regarded for recognizing to work on building resilient communities to withstand shocks and natural disasters. By basing projects on realistic assessments of the local context and emerging needs, SDC has achieved positive outcomes. Additionally, SDC's work on strengthening partnerships with civil societies and local municipalities has been innovative and has improved relationships with partners, and is found to be highly relevant SDC's development cooperation goals. The continuation of effort in building and maintaining relationships with Haitian government bodies, civil societies and municipalities through the period of greater uncertainty in Haiti has been particularly creditable. Through the strong local presence (proximity to the population thorough its direct offices in Jacmel and Port-Salut), the well-developed local network (see Lesson 11), as well as the Nexus Approach (see Lesson 8 and 14), it was possible to react quickly and flexibly.

Lesson 7: In very fragile contexts, focus of capacity building should lie on strengthening local and household structures, as seen by SDC's engagement in Haiti.

SDC's engagement in Haiti has emphasized the importance of empowering and supporting local communities and households to enhance their resilience and ability to cope with natural and political disasters. By investing in building in the capacity of local actors and households, SDC has recognized the significance of fostering self-reliance

and empowering communities to address their specific needs and vulnerability. Interviews show that there is a need at local level and that results and impacts can still be achieved, despite political and natural disasters. Furthermore, interviews in the Deep Dive phase show a high response rate for SDC's projects at household level.

Lesson 8: Effective coordination and integration of humanitarian aid and development cooperation is crucial for resilience and sustainability (Nexus).

Long-term resilience can be envisaged through the nexus approach, which is a positive step towards promoting sustainable development in Haiti. In the context of its engagement in Haiti, SDC has recognised the need to blur the lines between humanitarian aid and development due to the urgent needs in the country. Incorporating nexus principles into SDC strategies and programmes has facilitated synergies and complementarity between humanitarian and development interventions. Projects funded with humanitarian resources, such as, disaster risk reduction, have embraced the nexus idea by incorporating components of local governance and investing in long-term resilience-building measures. Thanks to the flexibility of programmes such as REGLEAU and PARHAFFS, they can adapt to changes in the socio-political context and contribute to the development, reconstruction and resilience building of communities.

Lesson 9: SDC's presence on the ground in Haiti, serving as an honest broker and leveraging local knowledge, enhances donor coordination efforts, ensuring effective and tailored development interventions.

SDC's role as an "honest broker" and trusted long-term network in Haiti that was built over time has helped in the implementation and coordination of programmes, and through SDC's transparent work and communication, Switzerland is perceived as a credible cooperation partner (see also lesson 11).

Lesson 10: Long-running projects, long-term commitment and flexibility during implementation are regarded a highly valuable.

This lessons is self-explanatory, has already been stated during the Meta-Analysis, and is also confirmed by the deep-dives in the other countries (and has surely been confirmed by similar capitalization exercises in the past). Amongst the bilateral cooperation agencies, SDC seems to have a "unique selling proposition" with regards to project duration and handling flexibility

Lesson 11: Prioritizing engagement at the local level is crucial for achieving results, sustainability, and successful governance, underscoring the importance of involving local actors and embracing horizontal collaboration within the government and local communities.

The continuous presence of SDC at local and political levels, through one country office in the capital and two offices in the South (South East & South) and direct contact and exchange with local authorities, has helped to establish a certain credibility through closeness to reality. According to several interview partners, the physical presence of the Embassy in Port-au Prince as well as presence of SDC staff in the project areas, including regular visits by the Ambassador further reinforces this engagement, and is highly valued by the local actors. This "staying engaged" approach has contributed to building strong relationships and trust between SDC and the local communities, which has been crucial in ensuring the success of their interventions

Lesson 12: Effective communication, direct contact with local authorities, and stakeholder involvement are vital elements for program success, ensuring shared understanding, alignment, and active participation throughout the implementation process.

Lesson 13: Empowering state bodies as a means to avoid over-reliance on humanitarian aid and foster sustainable development.

From 2011 onwards, SDC recognized the significance of decentralization in promoting good governance and effectively incorporated governance as a transversal theme across all its actions. It became evident to SDC that empowering state bodies was crucial in preventing the perpetuation of a system known as "humanitarian development". By emphasizing decentralization and incorporating governance as a cross-cutting element, SDC aimed to create an enabling environment where state institutions could take a leading role in shaping and implementing development initiatives. This approach helped in fostering local ownership, accountability, and responsibility.

Lesson 14: Integrating principles of participation, inclusion, and reciprocity in project monitoring fosters trust, strengthens partnerships, and facilitates mutual learning, enhancing the overall success and impact of development initiatives.

Projects such as PAGODE have employed a participatory approach based on openness to local state and non-state actors, involving them in the activities without imposing previously established plans. This approach has allowed the projects to be more inclusive and responsive to the needs of the stakeholders

Lesson 15: SDC's engagement in Haiti is a good example that the Nexus Approach can work, yet support needs to address fragility as a means to promote development through long-term planned change processes with a holistically coordinated vision at all levels.

Lesson 8 indicates some advantages of the Nexus Approach. On an institutional level, interview partner highlight the necessity to holistically coordinate long-term change processes within the country (between HA and DC), as well as in close cooperation with SDC Headquarter. Close communication and coordination mechanisms should be in place (in Haiti cooperation has intensified and strengthened over the years, especially after the integration of the two offices). Changes (such as the exit) should be planned and communicated at an early stage in order to increase the opportunities for strategic continuation and takeover of projects.

Lesson 16: The humanitarian-development nexus approach is seen as essential for improving the effectiveness of humanitarian and development operations in Haiti.

Success factors include: financial and operational flexibility, including contingency planning; shared understanding of the context among the players, listening to and involving local players and communities and a common understanding of the approach within the teams and adequate technical capabilities for its implementation.

A prime example of this approach can be observed in the REGLEAU project, which focuses on the "drinking water, sanitation, and hygiene" sector, an area highly affected by crises. REGLEAU's financial and operational flexibility, including contingency planning, has enabled it to anticipate and address critical needs generated by crises like the COVID19 pandemic, the earthquake, and storm Grace in 2021. The project maintains a portion of its budget as flexible funds to respond swiftly to urgent sectoral needs during emergencies. Through this mechanism, REGLEAU was able to support local populations and institutions, ensuring access to clean water and sanitation services even during times of crisis. Another notable project is PARHAFS, which emphasizes the reconstruction of family housing, livelihood support, and community preparedness for natural disasters. By combining top-down and bottom-up approaches, PARHAFS has successfully put the humanitarian-development nexus into practice. The project's complementary measures support vulnerable populations, build their capacity to withstand crises, and at the same time, address immediate humanitarian needs. For example, PARHAFS collaborated with local partners to reconstruct houses and provide access to water and sanitation, ensuring the long-term prevention of risks and enhancing community resilience. The successful application of the humanitarian-development nexus approach relies on a common understanding of the approach within project teams and relevant stakeholders. The REGLEAU project, with its well-trained team and clear responsibilities for emergency response, stands as an example of effective implementation of the nexus approach.

Lesson 17: An institutional exit strategy should be planned as long-term as possible. While change may be necessary and desirable, too rapid a change undermines long-term commitments and relationships as well as the viability of projects.

Switzerland/ SDC have created a long-lasting good reputation on all levels in Haiti. In this context, SDCs exit of bilateral cooperation is perceived as a challenge. Switzerland's development programmes in Haiti have generally had a long-term perspective. In this sense, SDC programmes, which for the most part began around 2018, should have extended until 2030. The planned capitalization in 2023 therefore comes very early in the process. The decision raised concerns about the continuation of the positive outcomes achieved during the last years, weakening the impact of ongoing interventions with a premature end such as PAGODE. These factors have made it difficult to address the needs of actors effectively. Interview partners fear that the accelerated exit and abrupt termination of some programs may have an impact on its reputation, in terms of reliability. As Switzerland plans to remain engaged in Haiti through Humanitarian Aid, a long-term perspective in humanitarian engagement can foster more sustainable results. Open communication and coordination with local actors and stakeholders will be crucial in facilitating this transition, keeping the established trust and aligning the humanitarian program with the broader development goals for Haiti.

4 OVERARCHING CONCLUSIONS

4.1.1 META-ANALYSIS

Presenting [overarching lessons-learned on LAC-level](#) based on the above analysis is challenging. On the one hand, aggregating the lessons too much waters down any epistemological interest, and not aggregating them sufficiently misses the point of remaining on LAC-level. The table below aims to adeptly navigate this predicament.

Table 14: Overarching lessons learned | Meta-analysis

SUCCESS FACTOR	LESSONS LEARNED
STRATEGY	<ul style="list-style-type: none"> SDC's multi-stakeholder approach is regarded as effective and risk-mitigating in politically and institutionally fragile environments. The combination of a local/territorial focus with a systemic approach and emphasis on policy dialogue is regarded as effective. The transfer of successful approaches into norms and policies contributed to a sustainable impact of SDC's engagement. SDC's interventions are usually long-term projects and programs, allowing to build solid trust relationships with partners and perceive changes over time, which in turn might have increased the partners' willingness to further support successful approaches. With regards to the Regional Approach in Central America, the benefits are possibly more theoretical than real, at least if "regional" is to be understood as the effort to contribute to the solution of supra-national problems, strengthening of regional institutions and facilitating access to regional markets and investment opportunities.
COOPERATION	<ul style="list-style-type: none"> SDC's flexibility and openness towards partners and political developments as well as regarding project approaches and project management is regarded as success-conducive. Modalities of co-financing with partners and target groups helped to promote sustainability and ownership of actions. Especially for the work on democratisation and decentralisation, but also in other fields, anchoring in civil society turned out to be an important success factor.
STEERING	<ul style="list-style-type: none"> Indirect implementation (mandates) becomes the modality of choice when programs become bigger and more numerous, as direct implementation (by SDC staff) is then no longer efficient. Government partners are essential for sustainable change processes, but require significant financial and time resources.
PROCESSES	<ul style="list-style-type: none"> The technical expertise of SDC project staff was / is perceived by local partners as a strong and important success factor for SDC's cooperation. SDC's main contributions could be achieved via expert know-how and capacity building.
LEARNING & INNOVATION	<ul style="list-style-type: none"> Instead of formulating highly novel interventions, designing projects that respond to the demands of the target group, based on their capacities and resources, seem to be more adequate. Evidenced-based M&E and knowledge management is crucial for results-oriented programme management.

[Excursion: Reflections on the Regional Approach in Central America](#)

The development of the Central America programme began in the late 1970s, with Honduras as the first priority country. The regionalisation took place in two ways: on the one hand, through successive replication of initial national projects (mainly in Nicaragua) in the fields of agriculture, water supply and sanitation, and natural resources; on the other hand, through participation in new regional actions and networks, mainly in the sectors of water supply and sanitation as well as environment.

In the ["Note to Management"](#) for SDC's 2017 Management Retreat, the following reflections are found:

- Regional programs should preferably be conceived where regional institutions with specific goals exist.
- If these do not exist or are substantially underperforming a regional approach needs to be decided with great caution. It should be considered only if: a) either support to national level organizations alone can lead to a regional cooperation, b) or if capacity building of the regional institution by a joint donor group (including multi-laterals) is possible and effective.
- There should be clear evidence of the commitment of involved countries (governments) and regional institutions to act jointly on the issue(s) to be addressed by a program.
- A regional engagement (in particular for a small donor) must supplement and reinforce its country-level programs. Support to regional programs and/or issues without linkages to the country level runs a risk to be inefficient because it lacks the 'reality check'.

The degree to which the above reflection were discussed at SDC's Management Retreat, and whether or not this had consequences for the Regional Approach in Central America, is unknown to the HIC Team. If indeed these reflections are accepted as trend-setting, then it would seem to be the case that, in hindsight, a Regional Approach for Central America was not in fact indicated.

4.1.2 DEEP-DIVES

The aim of the Deep-Dives was to summarise SDC's bilateral cooperation in the respective country and sector over the past two decades. Methodologically, the Deep-Dives triangulated interviews and literature review, made use of an evaluation and capitalisation matrix categorised by the OECD DAC criteria and lessons learned, applied elements of qualitative content analysis and contribution analysis. The Deep-Dives were not an evaluation, but an effort to capitalize achievements and generate lessons learned.

The lessons-learned resulting from each thematic Deep-Dive were already presented above. The table below summarizes selected recommendations, both with view to SDC's legacy in the countries, and regarding (SDC's) future work in the sector.

Table 15: Recommendations by country | Deep-Dives

COUNTRY	RECOMMENDATION
BOLIVIA <i>Rural Development</i>	<ul style="list-style-type: none"> A lot of knowledge has been generated throughout SDC's projects. And while each of them has its own knowledge management system, local actors could benefit from a centralized database, through which they could access to all the relevant information produced by the projects. Close collaboration with local experts has been highlighted as one of the greatest strengths of Swiss cooperation in the country. Local experts are more likely to remain in the country and continue utilizing and transferring SDC's know-how. Opening networking spaces in the context of the phasing out that bring together former SDC collaborators and experts could further strengthen this local network. While recognizing SDC's efforts regarding a gender agenda, rural women face difficulties that could be addressed in more depth within the projects. Linking other stakeholders that could contribute to these efforts after SDC's phasing out would be ideal. Agroecology is a valuable approach for understanding the links between agricultural production, the impact of CC on it and the social and cultural dynamics underlying it, but there is still a way forward for delivering more concrete, tangible measures derived from this approach. Through its different projects, SDC has work hard to preserve agricultural and food diversity. In Bolivia, this has meant working for the preservation of traditional seeds and the farming of local products, but also in promoting a sustainable and healthy food within the local population. This comprehensive approach stands out as one of SDC's features in the sector, and could be replicated in other countries. Climate-related data (e.g. Temperature Data, Precipitation Data, among others) plays a crucial role to develop effective adaptation and mitigation measures. The concept of digital agriculture explores innovative ways to offer accessible weather and climate services and information to agricultural stakeholders. By providing more accurate climate data at a relatively low cost, it enables informed decision-making. A critical review of this approach, along with other potential strategies, is essential for guiding future projects in this domain. Up-scaling also requires engaging other key stakeholders – the national and local governments, the donors and organizations active in the sector –, so that the outreach of the cooperation can be extended and consolidated. The experience of the joint work of SDC and SIDA in Mercados Inclusivos serves as a good example of how collaboration can amplify the project's effects. Furthermore, SDC's collaboration with public Bolivian universities has demonstrated that building networks with local actors is vital for ensuring the project's sustainability.
HONDURAS <i>Economic Development</i>	<ul style="list-style-type: none"> Re-discuss SDC's approach in the economic development sector, particularly in the light of "<i>governance vs. income and employment</i>" and "<i>poor and marginalized vs. organized economic actors</i>". A wealth of very helpful and technically well-founded concept papers and guides have already been elaborated by SDC and have constantly been adapted, feeding new knowledge and (political) considerations into them. Yet, sometimes it seems like we are trying to fit a square peg in a round hole – how to make the poor and marginalized compete profitably with already well-established market actors? Make sure to maximize "Private Sector Engagement" in economic development projects, following SDC's ideas in the "<i>Information Package on Inclusive Economic Development</i>" (2022). Critically reflect on whether national level policy work can complement sub-national project activities in other country contexts. It might be the case that SDC's conclusion for Honduras was that, given the political realities, norm-setting work at national policy level was not feasible. However, this should not be the default position when working on economic development in other countries. Modalities should be found to engage on all levels of the sector, micro, meso and macro; one idea for realizing this could be partnering with other donors.

COUNTRY	RECOMMENDATION
	<ul style="list-style-type: none"> ▪ Leverage the potential of joint SDC and SECO actions (in those countries where they are both active) in the sector of “Economic Development”, as the latter tends to be geared more towards working on framework conditions rather than working primarily on sub-national level. ▪ Stick to long-running multi-phase projects and maintain your flexible nature, as this is likely have the best chances of success for the type of development cooperation and engagement that SDC is favouring. This also seems to be part of why SDC is well respected and appreciated by partners and implementers alike.
NICARAGUA <i>Water (Governance) and Sanitation</i>	<ul style="list-style-type: none"> ▪ Global water problems are likely to increase in severity in the future years. Therefore, it will be important to strengthen project approaches in water by linking them with wider processes within the SDC to obtain transformative and systemic change. An option could be an advisory group or a specialised unit within SDC that helps programmes within the sector to communicate, exchange experiences and set common goals. The findings from the projects in Nicaragua and Honduras and their exchanges were for both programmes valuable and important. By taking a more systemic approach, this could reach overall more sustainable results. ▪ Finding means of re-prioritising water and using water more strongly as an entry point for climate, environment and governance/de-centralisation interventions, elevating it to a transversal topic in programme implementation. ▪ Maintain a flexible, long-cycle logic in the projects, conducting permanent evaluations between phases: having medium/long-term projects has been of great importance to have a consistent line of action in the sector. Intermediate evaluations allow to follow up on the effectiveness of the project, and flexibility allows to redirect efforts in case is needed.
CUBA <i>Local Development</i>	<ul style="list-style-type: none"> ▪ The high degree of Cuban ownership is remarkable and should serve as inspiration also for very different country programmes. Keep relying heavily on local expertise. Excellent local experts and networks have regularly been mentioned as one of the biggest virtues of SDC in the country. This approach not only increases relevance in the local context but also sustainability. Their knowledge stays, and in the case of Cuba, is regularly been made use of in key policy processes. ▪ Unify knowledge management. Easier said than done, but certain fairly straightforward steps may be a good start: one could be a unified database maintained jointly by SDC Bern and the Country Office. HIC has demonstrated that many documents, including from recent years, have not been easy to come by. Even if in the end, a very good amount of key documents could be reviewed, future capitalisation efforts would benefit from a single database and a standard processes by which new relevant project documents (ProDocs, annual reports, etc.) are being submitted to the system upon approval. ▪ Development cooperation in Cuba has – owing to the nature of the Cuban system – played out quite differently than in most other countries. This also means, creativity was needed for effective implementation and can inspire other country offices regardless of the national context. Concurrently, Cuba provides a range of learning opportunities for working in authoritarian contexts, as those responsible did a remarkably good job in pushing limits – but not too far. ▪ Concrete lessons may be derived from the Cuban experience of risk management and the successful application of the do-no-harm principle (e.g. close coordination and dialogue, high level of national ownership, critical distance, and diverse partner landscape) throughout the years.
HAITI <i>Local Governance and Resilience</i>	<ul style="list-style-type: none"> ▪ The exit strategy of bilateral cooperation should be clearly communicated with the Haitian authorities and internally coordinated with the Humanitarian Aid. This can be done through consultations with other donor organizations and national stakeholders in Haiti. Many stakeholders consider SDC bilateral cooperation as an outstanding engagement, and as an example of true partnership in Haiti. Clearly communicating has the potential to avoid the creation of unease and distrust with the Haiti government and the people. ▪ It was confirmed through interviews that a large amount of information material was drafted in the individual projects. Moreover, the HIC team was under the impression that many local actors are very engaged in their activities. It is now important to make sure that this material is passed on to the right (committed) actors. ▪ The good cooperation between development cooperation and humanitarian aid should be taken as a basis for a strategically jointly planned future of different scenarios.

ANNEXES

Annex 1: Evaluation and capitalisation matrix

Annex 1: Evaluation and Capitalization Matrix

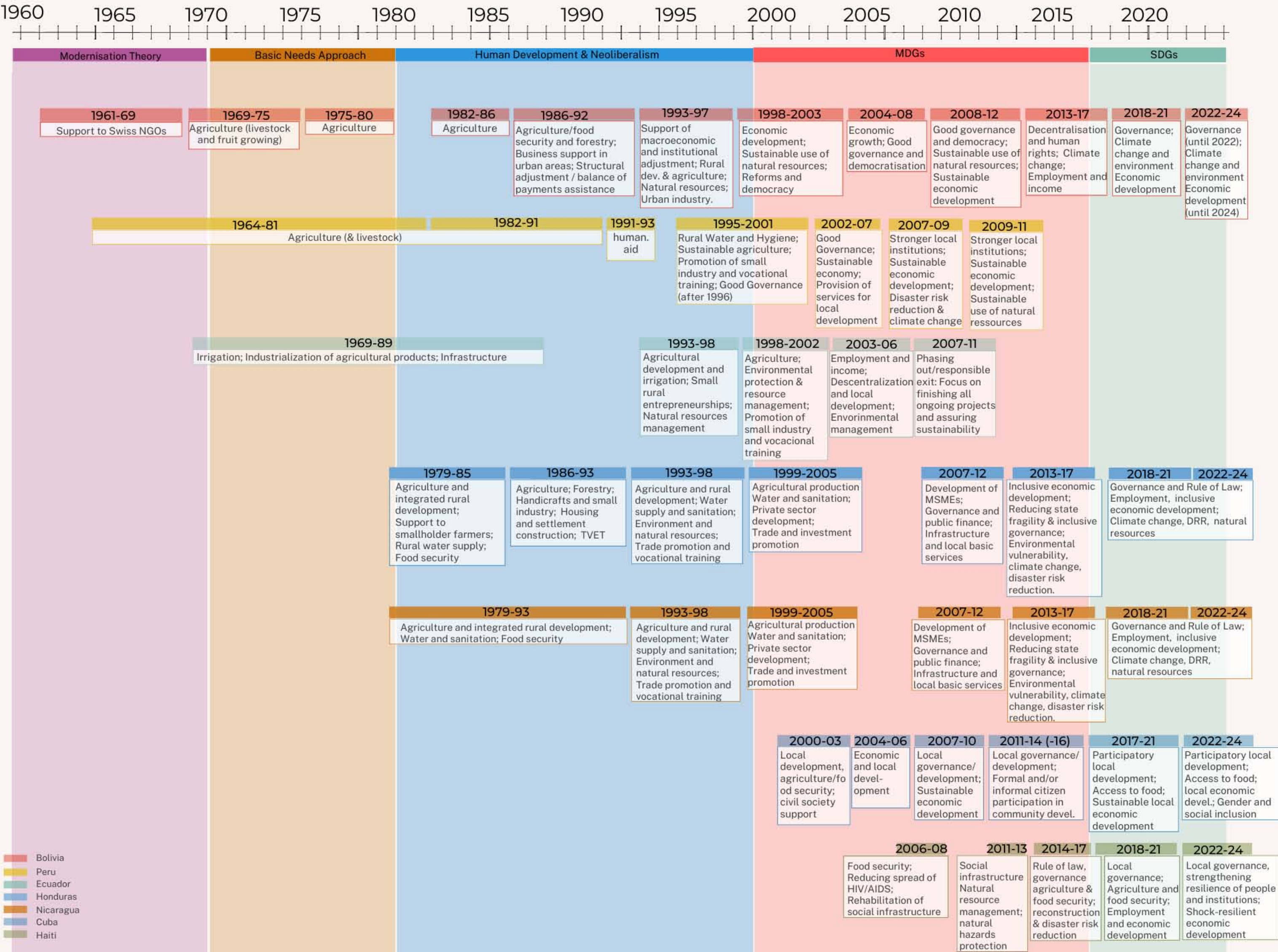
Historic Impact Capitalisation of SDC's bilateral cooperation in Latin America and the Caribbean

Guiding Questions	Assessment Criteria / Indicators	Meta-Analysis		Sectoral / thematic deep-Dives		HIC report/product covering the aspect
		Data collection methods	Data sources	Data collection methods	Data sources	
0) Overarching descriptive questions						
0.1 What were the key milestones in the strategic orientation of SDC's bilateral cooperation in LAC (country level)? What were the key drivers for these changes in focus?	<i>descriptive/illustrative</i>	meta-analysis of documents; semi-structured expert interviews	Swiss cooperation strategies; strategic planning documents at regional/country level, project documentation and evaluations; current and former SDC staff			* Meta-analysis report * Summary meta-analysis and capitalisation report
0.2 How have development approaches, thematic/sectoral focusses as well as applied instruments developed over time (country level)? How has the integration of cross-cutting themes (gender, governance, to some extent human rights, conflict sensitivity and more recently climate change) developed over time?	<i>descriptive/illustrative</i>	meta-analysis of documents; semi-structured expert interviews	Swiss cooperation strategies; strategic planning documents at regional/country level, project documentation and evaluations; current and former SDC staff			* Meta-analysis report * Summary meta-analysis and capitalisation report
1) Relevance						
1.1 How and to what extent did SDC's aid in the specific country/sector respond to pressing multidimensional development needs ? Were the investments done coherently and proportionate in relation to the development priorities in the countries at specific periods of time?	1.1.1 Strategic documents and formulated objectives therein clearly refer to development needs of the target group. 1.1.2 Strategic documents and formulated objectives therein are in line with development priorities of the countries according to national development plans and/or sector strategies as well as to specific needs and requests of relevant stakeholders and beneficiaries. 1.1.3 Instruments, methods and chosen thematic focusses of projects are in line with defined overarching objectives.			document analysis; semi-structured interviews; focus group discussions; workshops in the countries	country cooperation strategies; project documentation and evaluations; independent country analyses (e.g. by the World Bank); possibly national development plans and sector strategies; current and former SDC staff; staff of SDC partner organizations; independent experts in the countries; representatives of the target group	* Deep-dive reports * Summary meta-analysis and capitalisation report
1.2 In how far was SDC's engagement in LAC in line with overall Swiss development cooperation priorities ?	1.2.1 Strategic documents at country or LAC level and formulated objectives therein refer to overall Swiss development cooperation strategies. 1.2.2 Strategic documents and formulated objectives therein at country or LAC level are in line with Swiss development priorities according to Swiss IZA strategies.			document analysis; semi-structured interviews	country cooperation strategies; project documentation and evaluations; Swiss IZA strategies; current and former SDC staff	
2) Coherence						
2.1 Was the development cooperation in the specific country/sector coherent and complementary to other SDC activities (humanitarian aid, engagement in the field of peace and security, global programmes) as well as with the engagement of other Swiss development actors (e.g. SECO)?	2.1.1 Strategy and project documents illustrate coherence/ complementarity with other SDC/SECO activities. 2.1.2 Synergy potentials were used and duplication was avoided during project implementation.			document analysis; semi-structured interviews	Swiss cooperation strategies; strategic planning documents at regional/country level, project documentation and evaluations; current and former SDC and SECO staff	* Deep-dive reports * Summary meta-analysis and capitalisation report
2.2 Was the development cooperation coherent and complementary to the engagement of other international development actors ?	2.2.1 Strategy and project documents illustrate coherence/ complementarity with activities of other international donors. 2.2.2 Synergy potentials were used and duplication was avoided during project implementation.			document analysis; semi-structured interviews	Swiss cooperation strategies; strategic planning documents at regional/country level, project documentation and evaluations; current and former SDC staff; representatives of other international donor agencies in LAC (e.g. GIZ, USAID, UN-agencies, World Bank or IADB)	* Deep-dive reports * Summary meta-analysis and capitalisation report
3) Effectiveness						
3.1 What concrete development results in different sectors were achieved?	<i>descriptive/illustrative</i>	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
3.2 By means of which development approaches and instruments did SDC and its partners across the decades successfully contribute to improvements in the priority themes/sectors in LAC - and which did not achieve their intended outcomes?	3.1.1 Intended project outputs and outcomes were (not) achieved by means of selected approaches and methodologies.	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
3.3 Which stakeholders were reached and how - and which were excluded and why? Which capacities were changed and how?	<i>descriptive/illustrative</i>	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
4) Impact						
4.1 How, and to what extent, did SDC's bilateral cooperation contribute to poverty reduction and/or the reduction of inequalities in its priority countries and regions in LAC?	4.1.1 SDC's projects contributed to reducing poverty in relevant dimensions like health, education, basis services and security. 4.1.2 SDC's projects contributed to effectively strengthening partner institutions and increasing resilience of the target group.	meta-analysis of documents; semi-structured expert interviews	project/programme (ex-post) evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews; focus group discussions; workshops in the countries	project/programme evaluation reports and reviews of cooperation strategies; independent country analyses (e.g. by the World Bank); current and former SDC staff; project partners; independent experts in the countries; representatives of the target groups	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
4.2 What other longer-term key changes has SDC's bilateral cooperation in LAC contributed to from 1961 until today (<i>intended or un-intended</i>)? How and to what extent did the interventions in LAC cause higher-level effects (such as changes in norms or systems)? How will the interventions contribute to changing societies in LAC for the better?	4.2.1 SDC projects effectively contributed to changes in norms/systems (e.g. on gender and social inclusion). 4.2.2 SDC projects contributed to aggravating/improving conflicts. 4.2.3 SDC projects contributed to other significant (positive/negative) changes in the lives of the intended beneficiaries.	meta-analysis of documents; semi-structured expert interviews	project/programme (ex-post) evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews; focus group discussions; workshops in the countries	project/programme evaluation reports and reviews of cooperation strategies; independent country analyses (e.g. by the World Bank); current and former SDC staff; project partners; independent experts in the countries; representatives of the target groups	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report

Guiding Questions	Assessment Criteria / Indicators	Meta-Analysis		Sectoral / thematic deep-Dives		HIC report/product covering the aspect
		Data collection methods	Data sources	Data collection methods	Data sources	
5) Sustainability						
5.1 To what extent are the benefits of the programmes, including closed ones, likely to continue after SDC funding ceases (<i>for closed programmes</i> : did the benefits actually continue?); What were/are the successes and hindering factors ?	6.1.1 Exit strategies were defined and implemented (e.g. discontinuation or reduction of measures when targets were reached or transfer of responsibility to national structures). 6.1.2 Projects concepts generally consider national capacities necessary in order to build on project achievements. 6.1.3 National (governmental and non-governmental actors) were closely involved in project implementation as partners/beneficiaries with a high level of ownership.	meta-analysis of documents; semi-structured expert interviews	project/programme (ex-post) evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews; focus group discussions; workshops in the countries	project/programme evaluation reports and reviews of cooperation strategies; independent country analyses (e.g. by the World Bank); current and former SDC staff; project partners; independent experts in the countries; representatives of the target groups	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
5.2 Did SDC's bilateral cooperation interventions lead to scalable or replicable results (<i>for closed interventions</i> : Were those actually up-scaled or replicated?)?	6.2.1 Project approaches were scaled-up in the priority regions. 6.2.2 Project approaches were replicated outside the priority regions.	meta-analysis of documents; semi-structured expert interviews	project/programme (ex-post) evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews; focus group discussions; workshops in the countries	project/programme evaluation reports and reviews of cooperation strategies; independent country analyses (e.g. by the World Bank); current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
6) Lessons Learned						
6.1 What did work well and what are considered the greatest failures of SDC's bilateral cooperation in LAC?	<i>descriptive/illustrative</i>	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews; focus group discussions; workshops in the countries	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
6.2 What lessons can be learned from SDC's bilateral cooperation in LAC in order to guide partner governments, other national and international partners in LAC that may step in after SDC to continue projects and programmes?	<i>descriptive/illustrative, overall conclusions of study</i>	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report
6.3 What lessons can be learned for SDC institutionally and/or sectorally that may be relevant for SDC to improve development effectiveness in LAC and elsewhere? What have been enabling and hindering factors?	<i>descriptive/illustrative, overall conclusions of study</i>	meta-analysis of documents; semi-structured expert interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff	document analysis; semi-structured interviews	project/programme evaluation reports and reviews of cooperation strategies; current and former SDC staff; project partners; independent experts in the countries	* Meta-analysis report * Deep-dive reports * Summary meta-analysis and capitalisation report

Annex 2: Overview of SDC's engagement in LAC and thematic focus areas | Meta-Analysis

Overview of SDC's engagement in LAC and thematic focus areas



Annex 3: Historic Timeline of Swiss International Cooperation Strategies for LAC | Meta-Analysis

Annex 4: Historic timeline of Swiss International Cooperation Strategies for LAC

	Strategy period				
	1959 - 1961	1961 - 1964	1964 - 1966	1966 - 1969	1969 - 1971
Main / key objectives for LAC	(not specific for LAC): Switzerland can only pursue a so-called active policy of neutrality policy if it participates in the great works of international solidarity. One such very important and urgent work is technical assistance. Our country can take on a valuable and appreciated task in this field, even more so because it has never had colonies and has no political aims. This also explains why the underdeveloped countries, which generally tend to prefer multilateral aid, prefer our 'bilateral aid', be it official or private.	(not specific for LAC): Of the opinion that technical assistance consists mainly of the training of professional cadres. As has already been said, need to help developing countries to help themselves. This will only be possible if they have a skilled professional workforce in all fields.	no information available	no information available	(not specific for LAC): The core element of technical cooperation is the education and training of nationals of developing countries and, in particular, the development of an efficient local cadre. This indirect influence on the development process, however, only yields results in the long term, must therefore be complemented by a direct influence in the form of advisory services.
Theory of change	no information available	no information available	no information available	no information available	no information available
Thematic focus for LAC	no information available	no information available	no information available	no information available	no information available
Cross cutting themes / strategic principles for LAC	no information available	(not specific for LAC): The type of aid is to be adapted to the needs of each country. Our aid should cover a wide range of areas according to the possibilities we have. They will be, in particular, in the provision of experts, in founding or helping to found schools or training workshops, in the supply of materials and products necessary for the improvement of working and production conditions in agriculture, trade, industry and commerce.	no information available	no information available	no information available
Main implementation modalities / methods / instruments	Special fund: The special fund is intended to finance enterprises that are of direct relevance for accelerating the economic development of underdeveloped countries. Bilateral and multilateral technical cooperation Focus as small state on bilateral cooperation	no information available	Technical cooperation and budget support, humanitarian aid; support of private actors in developing countries	Technical cooperation and budget support, humanitarian aid	Technical cooperation and budget support, economic and trade policy measures, humanitarian aid
Geographical / regional focus	no information available	Peru	Peru (Peru was chosen as a focus country both because of its close economic relation with the Swiss Confederation, as well as because of its influential colony, from whose advice and participation any development project can benefit from.	no information available	no information available
Total budget for strategic period	no information available	overall 60 Mio CHF	overall 90 Mio CHF	overall 100 Mio CHF	overall 180 Mio CHF
Relevant context factors (Switzerland/SDC)	no information available	no information available	no information available	no information available	(not specific for LAC): We are therefore currently in a period of stagnation or, to put it more positively, consolidation.
Relevant context factors (LAC)	no information available	no information available	no information available	no information available	no information available
Important hints / comments			As far as the geographical distribution of aid is concerned, it intends to focus more Latin America than in the past.		Project examples: Animal breeding Peru;

	1971 - 1973	1973 - 1975	1975 - 1976	1978 - 1981	1981 - 1983
Main / key objectives for LAC	(not specific for LAC): The first and permanent objective of Swiss foreign policy is to enable our country to prosper in freedom. We must, in the service of this goal, cultivate political and economic international relations which serve peace as such and our security in particular, which strengthen our prestige and our position in the world and which provide us with the vital markets of supply and maintain.	(Not specific for LAC): The main objective is to improve the living conditions of the poorest sections of the population and to meet their most basic needs, namely nutrition, health and education.	(not specific for LAC): The objectives of Switzerland's contribution to international development cooperation are set out in Article 5 of the Federal Act on International Development Cooperation and Humanitarian Aid. The article reads: 1. Development cooperation shall support the developing countries in their endeavour to improve the living conditions of their populations. It shall contribute to the development of these countries through their own efforts. In the long term, it strives for better balanced conditions in the international community. 2. It primarily supports the poorer developing countries, regions and population groups. In particular, it shall promote a. the development of rural areas b. The improvement of the nutritional situation, in particular through agricultural production for self-sufficiency; c. crafts and local small-scale industry; d. the creation of jobs; e. the establishment and maintenance of ecological and demographic balance	(not specific for LAC): It (development cooperation) primarily supports the poorer developing countries, regions and population groups. It promotes in particular a. the development of rural areas b. the improvement of the nutritional situation, in particular through agricultural production for self-sufficiency; c. handicrafts and local small-scale industry; d. the creation of employment e. the establishment and maintenance of the ecological and demographic balance.	no information available
Theory of change	n/a	(Not specific for LAC): However, selective measures are not enough to cope with the task. What is needed is a comprehensive development policy on the part of the respective government and the will of those directly affected to help themselves. These are prerequisites that suggest what is known as integrated development planning, in which sub-goals corresponding to the diverse needs are coordinated with each other and which offers sufficient starting points for the development of the local initiative.	n/a	n/a	n/a
Thematic focus for LAC	n/a	(not specific for LAC): rural development, agriculture; industrial production; education; health	(not specific for LAC): rural development; food security; craft training; employment; ecological and demographic balance	no information available	Rural development; agriculture; health; education/VET in agriculture sector
Cross cutting themes / strategic principles for LAC	Policy of international solidarity	n/a	Discussion on new wording: development aid vs. development cooperation	n/a	n/a
Main implementation modalities / methods / instruments	Technical cooperation and budget support; Economic and trade policy measures; humanitarian aid	n/a	Technical cooperation (multilateral and bilateral) and budget support	Technical cooperation (multilateral and bilateral) and budget support	Technical cooperation and budget support; multilateral cooperation; humanitarian aid
Geographical / regional focus	n/a	Peru, Bolivia, Ecuador	not concretely mentioned	Bolivia, Peru	Peru, Bolivia, Paraguay
Total budget for strategic period	53,1 Mio CHF	overall 150 Mio. CHF	overall 240 Mio CHF, but no specific information on LAC available	Overall 735 Mio CHF but no specific data for LAC available	280 Mio CHF (technical cooperation and budget support)
Relevant context factors (Switzerland/SDC)	Over the past few years, aid to developing countries has become an increasingly important element of Swiss foreign policy - and also of foreign economic policy. At the same time, the Confederation's financial expenditure for this purpose has increased. Today it is to be regarded as an important part of our policy for a long time to come. The question was raised whether official development assistance is sufficiently well-founded in law and whether the people should participate in the decisions on development aid.	n/a	Swiss participation in international development cooperation is in line with our human obligation and the responsibility that we - closely linked to the destiny of the international community - in political and economic respect for the future of our country	Switzerland's performance in the area of official development assistance is growing more slowly as had been envisaged. This puts our country in an awkward position at the Conference on Economic Cooperation (CIECO). As the only industrialised country represented at the Conference, Switzerland had to make a formal reservation to the commitment of the other industrialised countries to its official development assistance.	Substantial increase in our country's official development assistance necessary. This increase is in line with our policy of solidarity with the most disadvantaged developing countries and peoples. We will thereby free ourselves from an international isolation which is detrimental both to our foreign policy and to our foreign economy. It is not only our relations with developing countries that are at stake, but also with our industrialised partners. So whether we look at the problem from the point of view of our moral obligation as a rich country, the requirements of our foreign policy, or the goals of our foreign economic policy, we always come to the same conclusion: we need to increase our official development assistance and we have every interest in doing so.
Relevant context factors (LAC)	n/a	no information available	no information available	no information available	no information available
Important hints / comments	Message of the Federal Council to the Federal Assembly on a Federal Act on International Development Cooperation and Humanitarian Aid --> legal foundations but no relevant information on LAC included	Project example: cheese dairy centre Peru; development of rural and forest industry in Peru; Utilisation of banana surpluses Ecuador;	Project example: Reforestation Haiti; Rural health Peru; Support of the national forest service Peru;		Project example: Seeds production in Cochabamba (Bolivia) Project list LAC p. 102

	1984 - 1987	1987 - 1990	1991 - 1994	1995 - 1998	1991 - 1996
Main / key objectives for LAC	(not specific for LAC): In the priority countries of our bilateral cooperation we are trying to take a more targeted approach by combining the different projects and measures into a comprehensive development strategy. To this end the focal points on which our aid is focused in the development efforts of a particular country are defined in so-called country programmes.	(Not specific for LAC): The political significance of our development cooperation and humanitarian aid is that they ensure Switzerland's presence in our partner countries. This is particularly true for countries with which Switzerland has only very limited relations in other areas such as trade, investment, tourism or culture. The majority of our priority countries are in this situation. Participation in international development efforts is also in our economic interest.	Since all our partner countries are confronted with structural adjustment measures in one form or another, the Swiss development cooperation is also confronted with the question (after Bolivia also in Peru and Central America measures in this area). In each case, Switzerland will contribute specifically to the restructuring of certain sectors or participate in the dampening of the social costs of adaptation through programmes to meet basic needs. This results in new requirements for the interaction of our various development policy instruments and coordination with the donor community. We intend to use our experience in the following sectors: agriculture, forestry, education, and small-scale promotion in the reconstruction process with broad impact. In turn, our actions should be able to benefit from the improved framework conditions.	(not specific for LAC): Promoting economic and state autonomy Supporting the poor Support in overcoming environmental problems Improving production conditions Health and education Preventing migration movements	(Not specific for LAC): Based on these considerations and the postulates passed by the National Council and the Council of States, we propose the opening of a framework credit for each of the following financing of debt relief measures in favour of poorer developing countries and for the financing of environmental programmes and projects of global importance totalling 700 million Swiss francs with a term of at least five years. It enables Switzerland to send an important political signal within the framework of the 700-year political signal and to express its solidarity in a meaningful way.
Theory of change	n/a	n/a	(Not specific for LAC): The fight against poverty will remain the top priority of our programme. Based on our experience so far, we conclude that even more than in the past, it is important to see the political aspect of poverty: the poor are mainly those who have not have sufficient access to productive resources such as land, water, credit and knowledge. A political approach in the fight against poverty is needed at the level of situation analysis, policy dialogue with beneficiaries, with partner countries and donors, especially multilateral donors. Efforts must be made to strengthen the social and political position of disadvantaged groups, for example by supporting self-help organisations. The strategies of the fight against poverty will be based on the own strengths of the poor, who we see as subjects and not as objects of development.	n/a	(not specific for LAC): In view of the complex economic and social interrelationships in order to counteract overly optimistic expectations, it is important to simply relieving the debt of over-indebted developing countries is not a sufficient prerequisite for sustainably advancing their economic and social development in the long term: As was explained in the introduction, in many cases the high level of debt is all too often a symptom of a series of unfavourable events and factors which can only be partially influenced. Impacts: - on the national economy - solidarity among creditors - socialisation of the risks of individuals - Effects on the behaviour of economic actors
Thematic focus for LAC	Generally (worldwide) focus on rural development (no explicit information on LAC)	Agriculture (70% of funds); rural development; VET for farmers; rural infrastructure; health; education; water supply; development projects in urban areas	We intend to use our experience in the following sectors: agriculture, forestry, education, and small-scale promotion in the reconstruction process with broad impact. In turn, our actions should be able to benefit from the improved framework conditions	Bolivia: Structural adjustment; rural development; sustainable land-use; Promotion of urban trade and industry Peru: Small business promotion; sustainable land-use; rural water supply and sanitation Nicaragua/Honduras: rural development; rural water supply; sustainable land-use; trade promotion and vocational training Information on roof tile projects, esp. in Honduras	(not specific for LAC): - Contributions to repurchase or convert non-guaranteed, commercial debt; - Waiver of publicly guaranteed claims; - Contributions to the settlement of arrears to international financing institutions within the framework of international assistance;
Cross cutting themes / strategic principles for LAC	Focus on LLDCs and low-income countries	Although they are generally known, the guiding principles of this basic attitude should be mentioned, namely: neutrality, disponibility, solidarity and universality. Our development cooperation depends as a fundamental and substantial part on our openness to the outside world, depends on these principles and puts them into practice in a useful, active and permanent way.	Strengthening of women	Environment; population growth and migration; research policy; fight against drugs; fight against AIDS	Connection of debt relief and environmental issues
Main implementation modalities / methods / instruments	Technical cooperation and budget support; Economic and trade policy measures; humanitarian aid --> complementarity of instruments	Technical cooperation and budget support, humanitarian aid, as main implementation modalities	Technical cooperation; budget support; multilateral cooperation; humanitarian aid	Bilateral and multilateral cooperation; thematic and regional prioritisation; cooperation with NGOs; cooperation with the private sector; development from projects to country programmes (example Bolivia)	Debt relief; financing of additional costs; Cover difference between economically more favourable but more environmentally damaging and more expensive, environmentally friendly investments or to cover losses from the operation of environmentally friendly facilities; complementarity of bilateral and multilateral measures
Geographical / regional focus	Bolivia, Honduras, Peru	Peru, Bolivia and Honduras (focus countries), other countries: Ecuador, Haiti, Nicaragua	Focus countries: Bolivia, Peru, Honduras (although stronger regional approach for Central America planned) Bolivia: On the one hand we will continue to support the economy with economic and trade policy measures (balance of payments assistance and contributions to commercial debt reduction through the BAWI) and with co-financing (participation in programmes to fight poverty and increase efficiency in the public sector) to further economic consolidation. On the other hand, we will also continue the traditional programme of technical cooperation in the areas of increasing productivity of basic foodstuffs, reforestation and rural infrastructure. Peru: Security and economic crisis. The success of our traditional development projects in the areas of agriculture and forestry, promotion and vocational training is repeatedly challenged by these two factors. Under these difficult conditions, it is difficult to make forecasts for the future of the programme of Swiss cooperation with Peru. Central America: So far, our cooperation has concentrated mainly on the priority country HONDURAS, as well as on Nicaragua, the two poorest countries in the region. We have many years of experience with integrated rural development projects. In the coming years, we will consolidate these projects according to consolidate them along priority lines of action. In the 1990s we will likely to contribute more to a regional development strategy. Our main task here will be to promote social balance within the countries of this region. Ecuador (less important, focus on rural potentials in the Anden region); Haiti (no real opportunities to cooperate with the state)	Bolivia, Peru, Central America/Nicaragua	n/a
Total budget for strategic period	110,2 Mio CHF	250 Mio CHF for LAC (The total amount of financial resources earmarked for our activity as a whole in this region, will be around 44.5 million francs per year. Half of the available funds will be used for development contributions in the three priority countries in the region.)	overall 3300 Mio CHF. 140 Mio CHF for Peru, Bolivia and Honduras	3900 Mio CHF (total); bilateral programs: 2500 Mio CHF, LAC: 300 Mio CHF	Debt relief (400 Mio CHF); The framework credit for financing environmental programmes and projects of global significance in developing countries (300 Mio CHF)
Relevant context factors (Switzerland/SDC)	Difficult condition of federal budget --> shortening of public development cooperation budget	The financial crises that are shaking the world economy, and of which the external indebtedness of the Third World is a to be underestimated relations with developing countries. For example, since our exports to Africa and Latin America have declined noticeably, the loans granted by Swiss banks to developing countries have decreased significantly.	n/a	All essential aspects of development policy, i.e. of Switzerland's overall relations with the countries of the South, are included in this report. This is because the overall foreign policy concept is based on the assumption that the strategic Swiss foreign policy objectives apply to European policy, security policy and development policy. As the introductory chapter of the Foreign Policy report states, foreign policy concepts must be oriented towards the new dynamics of "world domestic policy": Borders are becoming permeable, interdependencies multiply. The strategic goals for safeguarding Switzerland's interests in the best possible way - Promotion of security and peace - Promotion of human rights, democracy and the rule of law - Promotion of welfare - Reduction of social disparities - Protection of the natural foundations of life can only be achieved through increased participation in global cooperation. In the Foreign Policy Report, the Federal Council therefore postulates an expansion of the operational capabilities and an improvement of the possibilities and means to be able to respond more effectively to global challenges. "Leitbild Nord-Süd"	In 1991, the Confederation found itself in a dynamic foreign policy environment. The accelerated process of European integration, the structural changes in Central and Eastern Europe and in the USSR as well as the Gulf crisis have become dominant factors and growing challenges for Switzerland's foreign relations. The 700th anniversary is a fitting occasion to show strengthened and renewed solidarity also towards the weaker members of the international community. Compared to many countries in the international community, Switzerland pursues a very progressive environmental policy. Its relatively high environmental standards are an expression of the great importance that the general public and the political authorities attach to the conservation and care of the environment.
Relevant context factors (LAC)	no information available	debt crisis; security concerns (Peru)	Economic and social crisis - rising poverty - depression and hyperinflation - low economic growth rates - debt crisis as consequence - growing urban population	In most LAC economic and political reforms were successful; in LAC democratic governments are in place (Cuba and Haiti as exception); while the institutions of political participation exist formally, in everyday political life they are often facades for conditions that are not very democratic; lack of political culture and experience with democratic institutions; improvement in the protection of human rights; deepening of social inequalities; economic growth in recent years; improvement of depth situation	n/a
Important hints / comments	Example project MARGOAS (Honduras): support to rural development and farmers (p.179)		Detailed example of Bolivian Structural Adjustment Programme (p. 158)	Presentation of specific projects in the time period along the thematic priorities, e.g. brickmaking in LAC; programme "Bolivia exports"; Emergency Fund Bolivia	Message in the context of the 700th anniversary of the Swiss Confederation on two new framework credits to finance debt relief measures in favour of poorer developing countries and environmental projects of global importance in developing countries.

					Strategy period
	1999 - 2002 (2003)	2004 - 2007 (2008)	2009 - 2012	2011 - 2012	2013 - 2016
Main / key objectives for LAC	(not specific for LAC): Switzerland's technical cooperation and financial assistance continue to be geared towards the strategic objectives set out in the Foreign Policy Report of the Federal Council of 29 November 1993 and in the North-South mission statement of 7 March 1994. - Preservation and promotion of peace and security; promotion of human rights, democracy and the rule of law; - Promotion of welfare; - Increase of social justice; - protection of natural resources. Framework objectives: Empowerment of partners for their own development; contribution to the balance between North and South; priority support to the poorer developing countries, regions and population groups (poverty reduction).	To make its cooperation as efficient as possible and focus on real needs, SDC concentrates on a few countries in Latin America (Nicaragua/Central America, Bolivia, Ecuador, Peru and - newly - Cuba) and areas of work, with poverty reduction as the guiding principle.	(Not specific for LAC): The Foreign Policy Report 2006 sets three priorities: Poverty reduction, promotion of human security and shaping globalisation in a way that promotes development (not specific for LAC). Overall: Poverty reduction through improvement of health and education and strengthening of governance; human security and reduction of security risks through conflict prevention, conflict resolution and migration management; improvement of a globalisation focused on development (global public goods)	Key objective worldwide is to use the extra funding for specific bilateral projects in the sectors of water and climate change, some of them in Latin American countries.	(not specific for LAC): Bilateral engagement of SDC to combat poverty in low-income countries and inequalities regarding income and opportunities. Strengthening local development planning. Improve management of natural resources and combat consequences of climate change.
Theory of change	n/a	SDC assumes that poverty can only be permanently overcome if those affected have better opportunities to realise their own goals. Cooperation in Latin America therefore places the empowerment of the poor at the centre of its efforts. The aim is to improve equal opportunities and rights and to improve access to knowledge, resources, social services and participation in decision-making processes. The poor should be better able to represent their interests and claim their rights.	n/a	n/a	(Not specific for LAC): Poverty reduction is and remains the primary goal of Switzerland's international cooperation. The Swiss contribution is geared towards five strategic goals: 1. prevent and overcome crises, conflicts and disasters. 2. create access to resources and services for all. 3. promote sustainable economic growth 4. support transition to democratic, market-based systems. 5. to help shape globalisation in a way that promotes development, protects the environment and is socially acceptable.
Thematic focus for LAC	Central America/Nicaragua: agriculture/agricultural development; Drinking water supply and sanitation; sustainable management of natural resources; Craft and industry promotion and vocational training Peru/Bolivia/Ecuador: sustainable management of natural resources; Craft and industry promotion; Drinking water supply and sanitation	(1) Good Governance; (2) Income generation and employment (more than 40% of DEZA funds); (3) Sustainable management of natural resources; (4) Improvement of social justice (access to drinking water, social policies) -> Improvement and modernisation of the drinking water sector in Central America	See country priority areas below. No regional thematic focus on LAC mentioned. Globally thematic priority areas: (1) Income/Employment/Private Sector/Micro-Finance/VET; (2) Agriculture and rural development; (3) Education; (4) Health; (5) Water; (6) Natural Resources and Environment; (7) Governance; (8) Conflict prevention and transformation	General thematic focus of the extra funding on Water and Climate Change Adaptation. Climate: For example, production in the agricultural sector must be made more environmentally friendly for soils and the atmosphere, while at the same time increasing resilience to climate-related disturbances. For this reason, Switzerland will strengthen its engagement in these three sectors in East Asia (Mongolia). Latin America and Africa: Projects for early warning systems in the Andean Region. SDC intends to expand decentralised renewable energy production networks in India, Nicaragua , Laos, Mali, Cuba and Tanzania. Finally, Switzerland supports the recycling of Latin America refrigerators and the clean disposal of refrigeration gases	Bolivia (support in local development plans to improve investment in value chains and infrastructure; integration of the youth in the labour market; Insurances (Microfinance); management of natural resources and rural development) Cuba (improvement of agricultural productivity; local economic development; gender equality) Central America (support to micro-enterprises; financial services; VET; basic infrastructure; community development; water and adaptation to climate change) Haiti (combination of humanitarian programme after earthquake with bilateral development programmes; access to basic infrastructure; protection of natural resources; cooperation with community structures)
Cross cutting themes / strategic principles for LAC	Human Rights; Political Participation; Social Justice/Gender Equality; Demographic Policy; Environment	Gender, Environment, Governance (overall, not LAC specific)	Whole-of-government approach; thematic and geographic concentration through comparative advantages of Switzerland (both not specific for LAC). SDC treats the promotion of human rights, good governance and gender equality as an indispensable component of the supported programmes in all partner countries.	n/a	Support of economic governance; Gender
Main implementation modalities / methods / instruments	Strengthening of the regional approach, focus on learning and systemic change programmes; Synergies between bilateral and multilateral programmes; combination of humanitarian assistance, bilateral cooperation and peace promotion; conditionality of development cooperation	Bilateral cooperation; Instrument of bilateral policy dialogue; approach is systemic to have broad outreach; multilateral cooperation	The main instrument of Swiss development cooperation are the cooperation strategies. They usually have a five-year horizon and define objectives, thematic priorities, indicators for measuring impact, national partners, division of labour and cooperation with development agencies, and concretise the above-mentioned principles of service provision. Cooperation strategies refer to national poverty reduction strategies to which Switzerland makes subsidiary contributions. They formulate concrete results for the beneficiary population and organisations. The grant includes financial contributions within the framework of programmes and projects financed by donors, as well as budget support for programmes and projects.	The additional funds of the 0.5 percent will be implemented mainly through bilateral cooperation programmes. In doing so, SDC can rely on a large network of competent Swiss partners (NGOs and others) with a good international reputation and long-standing, recognised expertise. At the same time, SDC will increase its presence on the ground and deploy qualified SDC staff in partner countries, e.g. in West Africa and Latin America . Their more than 30 years of experience in water sector is a prerequisite for success. Some part of the funds for multilateral programmes.	Switzerland implements bilateral development programmes in the most needy countries and regions of Latin America. It also supports multilateral organisations, such as the Inter-American Development Bank, whose drinking water commitment aims to improve on the basis of its experience, the UN Development Programme.
Geographical / regional focus	Bolivia, Ecuador, Peru, Central America/Nicaragua	Priority countries in Latin America: Central America/Nicaragua, Peru, Bolivia, Ecuador, Planned: Haiti; Special Programme in Cuba	Bolivia, Central America (as focus countries in Latin America); Cuba (with special programme) Central America/Nicaragua: Cooperation with Honduras since 1979; since 1992 Central America/Nicaragua. Poverty, environmental crises, governance deficits. New: regional programme. Comparative advantages thanks to role in regional cooperation and strong profile in priority areas Income and employment, democracy, water, energy, environment, rule of law. Bolivia: Cooperation since 1969. Rural poverty. Comparative advantages in democracy, employment and income. Cuba: Special programme to open up and support local initiatives. Comparative advantages in local development, income and employment.	The additional funds are earmarked primarily for SDC priority countries (from LAC: Central America, Bolivia) and fragile states (from LAC: Cuba)	Bolivia, Cuba, Central America (Nicaragua, Honduras), Haiti
Total budget for strategic period	262 Mio CHF (12% of total budget)	296 Mio CHF	Overall 4500 Mio CHF (LAC?)	n/a	15% of the total volume (90 Mio CHF of yearly spending on bilateral cooperation); the contributions for LAC will remain at the same level of 15%
Relevant context factors (Switzerland/SDC)	In its 1994 North-South Guiding Principles (Report of the Federal Council on Switzerland's North-South relations in the 1990s; BB1 1994 II 1214 ff), the Federal Council formulated a new development policy, the thrust of which is recognised to be largely in line with the OECD strategy. A central importance is attached to the call for a coherent Swiss policy for the South that encompasses all fields of Switzerland's relations with the South. The sectoral separation between different policy areas, such as environmental and economic policy or trade and development policy does not go far enough in view of the problems at hand. Following its adoption in March 1994, the North-South mission statement formed the conceptual basis for Switzerland's development cooperation. It thus became the strategic for the country, sector and annual programmes of Swiss development cooperation. This represents an important step towards raising awareness of coherent development policy and cooperation within the administration.	n/a	Switzerland sees development cooperation as part of its foreign policy. Out of solidarity towards poor and poorer countries and in its own well-understood self-interest, Switzerland provides development cooperation as a contribution to a fairer and more sustainable global development in a strongly interconnected world. In doing so, it can build on several decades of successful development cooperation.	Effective and visible development cooperation is in Switzerland's interest. It promotes alliances and international networks, expands Switzerland's foreign policy options and strengthens its influence in a multipolar world. Switzerland is integrated into the global economy to an above-average extent and its economy is more successful than average in production, trade and services around the world. This leads to the self-evident obligation to contribute to the solution of the world's global problems - poverty, consequences of poverty, the consequences of climate change, uncontrolled migration, water scarcity economic stability and the dismantling of trade barriers - with adequate performance.	not specific for LAC
Relevant context factors (LAC)	In Latin America, the transition from military to elected civilian governments was particularly profound. In 1990, for the first time in history, all states in the continent had a constitutional government. Nevertheless, the military is still the strongest "political party" in many Latin American states. Even after democratisation in many countries, there is still a lack of trust in the state, which in many places is in a crisis of legitimacy. Reforms (e.g. land rights or local self local self-government) are not being tackled. To alleviate major problems (internal migration, crime, the drug economy and environmental degradation). The population must therefore be more involved in political decision-making processes in the future. processes by allowing civil society to play a more active role.	Overall, the situation in LAC is more favourable than in most of the developing countries in Africa and Asia. In the mid-1990s there were justified hopes for an upswing in Latin America continent. The programmes to stabilise the macroeconomic situation were largely implemented and made us forget the financial crises of the 1980s. But from today's perspective, many hopes remained unfulfilled: Economic and social policy did not bring the expected results. LAC remained, as the years have shown, vulnerable to international financial crises. It is also the most socially unequal region in the world. In the 1990s the 1990s, the poverty gap widened even further, and although environmental policy has become more important in recent years, environmental degradation continues. However, positive starting points can also be identified. The societies of LAC societies have become more democratic. Changes of power legitimised by elections are the rule. A new understanding of the distribution of roles between the state and the private sector has developed in recent years. The influence of civil society has increased, even though the withdrawal of the state a vacuum that is neither filled by the private sector nor by civil society.	Latin America has recovered after years of economic stagnation. Many countries are making significant progress towards the MDGs, while others require additional efforts. 40 per cent of the 570 million people in Latin America live in poverty. 50 per cent of the active population is unemployed or underemployed. In many places, the urban-rural divide has barely narrowed. Interest in regional cooperation has grown, as has the commitment of many countries to help shape global framework conditions.	n/a	Economic growth of an average of 4-5 percent; trade surplus in the last ten years; countries that rely heavily on commodity imports and tourism are confronted with challenges like higher public debt; still consequences like inflation after financial crisis; increasing urbanization; improved health system but still lack of access to a good quality of primary healthcare
Important hints / comments	Detailed presentation of the concept of priority countries and the concept of regional programmes. Link and presentation to success story of the regional Postcosecha project in Central America; presentation of judicial reforms in Bolivia	2000: Start of a Pilot Special Programme in Cuba In Haiti, the country most in need in the region, the gradual focal point programme is envisaged as soon as the minimum conditions for promising cooperation are in place.		This Dispatch approves the increase in the currently valid framework credits for the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO) in the amount of CHF 640 million for the years 2011 and 2012, with the aim of increasing Switzerland's contribution to poverty reduction, water supply and adaptation to climate change in developing countries. To this end, the share of Switzerland's official development assistance will be increased linearly to 0.5 percent of the gross national income (GNI) by 2015. The present Dispatch on increasing the resources for the financing of public development aid (hereinafter referred to as "Dispatch 0.5 per cent") is based on the unchanged federal government's development policy strategy of 2008, which remains unchanged.	

	2017-2020	2021-2024
Main / key objectives for LAC	SDC's engagement in Latin America and the Caribbean focuses on specific countries and contexts where poverty remains a major challenge. In each partner country, the SDC focuses on the poorest regions and ensures that its work benefits the most vulnerable groups, especially women and girls.	Closure of EDA engagement in Latin America. Analysis to identify the needs compared to other world regions and Switzerland's interests as well as the added value of its IC. Although inequalities and violence remain high in several Latin American countries, there has been a noticeable reduction in poverty and an improvement in basic services
Theory of change	(not specific for LAC): The SDC pursues an approach that allows broader segments of the population to lift themselves permanently out of poverty and diversify their income bases. In doing so, it contributes to reducing inequalities and arming against external shocks that may result in individuals not escaping poverty or slipping back into poverty. Social consensus and state structures need to be significantly strengthened so that the population can overcome poverty permanently. More livelihood opportunities are needed that allow for sustainable economic development and are not only based on the exploitation of natural resources, as well as a more diversified economy. Illegal sources of income must be curbed. Otherwise, all other governance processes are in danger and efforts to fight corruption are doomed to failure.	N/A
Thematic focus for LAC	Private sector development; Good Governance; Decentralisation; Civil Society; reform of the security sector; TVET; rural development; climate adaptation	Focus on SECO engagement in Colombia and Peru: Priority on economic development, governance through improvement of economic framework conditions, development of the private sector, infrastructure and value chains ("Around 5.2 million people in 63 cities in Africa, Asia and Latin America benefited from sustainable urban planning measures."). Urban development projects
Cross cutting themes / strategic principles for LAC	Gender equality remains a cross-cutting theme in the new Dispatch on International Cooperation and at the same time is recognised as a strategic goal for the first time.	not mentioned explicitly for LAC
Main implementation modalities / methods / instruments	Regional Cooperation, Humanitarian Assistance, Bilateral Programmes	Mainly through WBF (SECO)
Geographical / regional focus	Bolivia, Haiti, Cuba, Central America (Honduras, Nicaragua)	Termination of EDA engagement in Bolivia, Haiti, Honduras, Cuba and Nicaragua. Continuation only through WBF (SECO) projects in Colombia and Peru
Total budget for strategic period	15% of the total volume (3870 Mio CHF for bilateral cooperation)	Overall 2650 Mio. CHF for bilateral cooperation --> from that 1% for Latin America
Relevant context factors (Switzerland/SDC)	Stronger overall focus on fragile countries and conflict transformation	Termination of engagement of SDC in Latin America; In February 2011, Parliament decided to increase Switzerland's official development assistance (ODA) to 0.5 percent of gross national income (GNI) by 2015.
Relevant context factors (LAC)	Strong inequalities; stronger participation of society; reduction of poverty rates; the biggest challenge, however, is the risk of the population falling back into poverty due to unsustainable resource use that damages the ecosystem and biodiversity, or as a result of natural disasters; insecurity and violence in many LAC countries	not mentioned
Important hints / comments		Through the regional focus on other world regions (esp. Sub-Sahara Africa) there is not much specific information on theory of change, context factors in Latin America to be found in the document.

Annex 4: Historic timelines for SDC's engagement in the eight countries in LAC | Meta-Analysis

Timeline Bolivia

	1961-1969	1969-1980	1980-1982	1982-1985	1985-1992
Main / key objectives		Establish first contacts with Bolivian institutions ; gain an understanding of the country , its political, socio-economical and cultural context, the technical competence level within institutions etc. Provide technical support mainly in the field of agriculture in order to increase production efficiency and agricultural yields .		The overall goal is to improve the satisfaction of basic needs of families of small farmers and farming communities in the inter-Andean valleys and highland areas of the country.	The overall goal of Swiss development cooperation remains the improved satisfaction of basic needs of the disadvantaged parts of the population .
Theory of change		If targeted technical advice to agricultural producers in the areas of livestock, fodder seeds and agricultural mechanisation is implemented, through entry points at the local level, at the Ministry of Agriculture and the University of Cochabamba, a contribution can be made to the further development of overall agricultural production and thus to poverty reduction in the country.		If in addition to project-level technical support, the country's stabilisation at macro level is supported, projects will have a better chance to achieve a sustained impact. If the agricultural sector is further strengthened, production efficiency increased and rural infrastructure improved, if micro-entrepreneurs in urban areas are supported in their activities and if the overall social costs of the economic adjustment process can be mitigated by internationally-financed targeted actions, not only the country's economic development, but also the democratic and social development will be effectively fostered, thereby in the long-run improving the satisfaction of the population's basic needs.	
Thematic focus		<p>Between 1969 and 1980 practically only agricultural projects are supported.</p> <p>Until 1975 focus mainly on livestock and fruit growing.</p> <p>In 1974 an evaluation of all previous activities is carried out which leads to a diversification of the thematic areas.</p> <p>From 1975 on: phase of consolidation of the activities. New projects are developed in the fields of fruit growing, agricultural mechanisation, forage seed, potato production, ecology/forestation, as well as rural education.</p> <p>Moreover, at the end of the 70s complementary activities such as the improvement of rural infrastructure (roads, bridges, irrigation works, warehouses) and health (from 1980/1983 on) are envisaged.</p>		<p>Focus when reinitiating the activities:</p> <ul style="list-style-type: none">• Strengthening of old projects, which are still in operation.• Resumption of negotiations and implementation of the rural infrastructure programme.• Revision of forestry and potato seed projects and resumption of activities on a different basis.• Establishment of a support programme for non-governmental organisations (NGOs).• Collaboration in the preparation of a multi-sectoral project in Alto Beni.• Support for an organic agriculture project and strengthening of the planning capacity of a development corporation in the south of the country. <p>Overall thematic focus still on agriculture: potato growing, (community) forestry (since 1984), fruit growing, agricultural technology, seeds production, also health. Livestock clearly loses significance.</p> <p>Since Bolivia's creditworthiness has been rated low for years and the debt situation of Bolivia's public sector has so far been assessed by Switzerland as less serious than in other developing countries, macroeconomic instruments such as mixed credits, balance-of-payments assistance and other trade policy measures are not yet envisaged in the early 80s.</p>	<p>1985: Focus of projects remains on support for agriculture and rural development (including agricultural education, rural infrastructure, agro-industrial processing), also forestry. Moreover craft and small-scale industry as well as health (actions to improve the drinking water supply, implementation of preventive and curative medical projects). Also, support of Bolivian NGOs.</p> <p>1986: Beginning of macroeconomic support measures and support for state reforms: From 1986 on: Additionally to the project support mentioned above, for the first time in LAC, Switzerland is applying bilateral balance of payments assistance in Bolivia. From 1987 on, the Fondo Social de Emergencia is implemented, which should mitigate the social costs of the adjustment programme (co-financing with World Bank)(in 1991 it is further developed to the Fondo de Inversión Social). From 1988 on: Co-financing of the partial repurchase operation of Bolivia's private debt to commercial banks (Countervalue fund / Gegenwertfonds). From 1989 on: Co-financing with the World Bank of the Economic Management Strengthening Operation (EMSO) project to support the Bolivian government's efforts to improve its economic management and reform its public administration. Also support of the sectoral decentralisation efforts (health, education, roads, agriculture).</p>
Cross cutting themes / strategic principles					
Main implementation modalities / methods / instruments	Financial support to Swiss NGOs (no official development cooperation yet) Channelling of contributions through established mission stations.	Mainly bilateral technical cooperation at project level with strong presence of Swiss technical experts ; Financial aid (along with technical advice), especially for rural infrastructure projects, was envisaged already in the 70s, but only implemented after 1983.	The overall programme drastically reduced and financial aid suspended.	<ul style="list-style-type: none">• Mainly technical cooperation/advice (as far as possible with local Bolivian experts, not only with Swiss);• Financial aid accompanied by technical cooperation (rural infrastructure);• Scholarships in connection with specific project functions;• Where possible, support of integrated self-help projects; <p>The first 15 years of Swiss DC in Bolivia are marked by a political-institutional climate that hardly justified concentrating efforts on (public) "institution building". Therefore the focus is rather still on micro technical cooperation projects. This changes from 1985 onwards.</p> <p>In the second half of the 80s: In many cases new engagements are not the result of long-sighted planning and analysis, but come up thanks to flexible and creative responses to opportunities that have arisen. SDC combines both approaches (long-term and adequate use of new opportunities).</p>	<p>1985: Four main implementation methods shall be continued:</p> <ul style="list-style-type: none">• Bilateral technical cooperation (as far as possible by using Bolivian resources and capacities)• Projects in cooperation with Swiss NGOs• Support of Bolivian NGO projects• Financial aid projects with technical assistance components. <p>Also from 1985 on, co-financings with other donor institutions are increasingly envisaged (e.g. the engagement in the field of economic adjustment is to a large extent implemented as co-financing with the World Bank from 1986 on).</p> <p>From 1986 on: bilateral balance of payments assistance; implementation of the Fondo Social de Emergencia, debt restructuring measures.</p> <p>1987: Programmatic clarification advances, especially with regard to concentration and deepening of a few actions, reduction or omission of some areas, delegation to other Swiss implementing agencies, and better coordination with international development agencies. --> result was a mix of traditional project support and internationally coordinated programmes.</p> <p>At the end of the 80s/beginning of the 90s: Move away from small technical cooperation projects in just one sector (until then mainly agriculture); stronger focus on integrated cross-sectoral measures and interventions in other fields than agriculture.</p> <p>From 1988 on: Stronger focus is also be placed on policy dialogue.</p> <p>Also in the second half of the 80s: Clear focus on the three levels macro, meso and micro as well as on the linkage between them.</p>
Details on Humanitarian Support (only for differentiation purposes, <u>not</u> the focus of this study)			While the development cooperation activities were either suspended or drastically reduced, humanitarian aid was continued to be implemented after July 1980 .		
Implementing organizations (SDC itself / consulting / NGO)		Direct implementation by SDC	Direct implementation by SDC	Mainly direct implementation by SDC	Mainly direct implementation by SDC
Main partner organizations		Between 1969 and 1975 first contacts with different Bolivian institutions (the governmental " Corporación Boliviana de Fomento "(CBF, the Ministry of Agriculture and the Agronomy Faculty of the University of Cochabamba) as well as with Swiss priests working in Bolivia. <u>After 1976</u> , along with the sectorial diversification, further expansion of partner contacts: <ul style="list-style-type: none">• central and decentral governmental institutions,• semiautonomous technical ministerial sub-organisations, e.g. of the Ministry of Agriculture• the Instituto Boliviano de Tecnología Agropecuaria (IBTA)• the University of Cochabamba• agricultural cooperatives• national companies etc. At this time: Still relatively few partner organisations.		<p>Further diversification (also for risk spreading), increased focus on cooperations with private local development cooperation institutions (NGOs).</p> <p>In the government sector: rather away from central government, towards de-centralised, semi-autonomous sub-organisations experienced as competent and possibly regional development bodies.</p>	<p>Further increased cooperation with Bolivian NGOs.</p> <p>In the government sector, the tendency is still to move away from central government institutions towards decentralised, semi-autonomous sub-organisations of ministries as well as the regional development bodies of the departments, which work largely autonomously.</p>
Key beneficiaries		Farmers in the altiplano, valley belt (mainly Cochabamba) and (partly) the tropical lowlands.		Families of small farmers and farming communities in the inter-Andean valleys and highland areas of the country - with a focus on the south. This population, despite having benefited from the agrarian reform, remains marginalised from economic and social development in Bolivia.	Main beneficiaries still families of small farmers and farming communities . Regarding the Fondo Social de Emergencia : Supported candidates were municipalities, NGOs, ministries and other state institutions, non-profit organisations and any other institution capable of presenting a project within the FSE requirements.
Geographical/regional focus	Support for the Swiss and Elsaesser Redemptorist Province in Valle-grande and Reyes/Beni .	All three major regions of Bolivia: Altiplano, valley belt (mainly Cochabamba) and tropical lowlands		Selected regions of Bolivia with preference for neglected areas and areas known to from previous Swiss development cooperation actions --> altiplano, valley belt, lowlands . Swiss development cooperation engages almost exclusively in rural areas ; urban-marginal populations are considered as a second priority.	Focus on the higher rural zones of Bolivia (altiplano, Andeans) and on selected cities . The macroeconomic support measures have national relevance.
Total budget *)		At the end of the 70s: Between CHF 3 Mio. and CHF 5 Mio. per year	Reduction from CHF 5 Mio. in 1980 to CHF 1.5 Mio. at the beginning of 1982 .	In this period, increase from CHF 1.5 Mio. to approx. 9 Mio.	1986-1988: CHF 10 Mio. per year (+ additional financial resources for bilateral balance of payments assistance) Between 1989 and 1991: on average CHF 12 Mio. per year were dedicated to economic adjustment measures, i.e. approx. 50% of the total development cooperation.
Relevant context factors (Switzerland/SDC)		Before 1973 coordination of all activities from Lima, Peru In 1973, signing of a long-term cooperation agreement with Bolivia (the Convenio de Cooperación Técnica y Científica), which provided a broad contractual basis for all previous and new development activities of the Swiss government with Bolivia. It was ratified by the Bolivian government in 1975 by means of a Decreto Supremo. 1973: opening of a coordination office in Cochabamba 1974: Evaluation of all activities of the Swiss cooperation until then; beginning of efforts to establish a coherent country programme for Bolivia 1975: BOL, defined as priority country for Swiss development cooperation ; main coordination now from La Paz	Given the military coup in July 1980 and after thoroughly checking the possibilities of continuation of the development cooperation with Bolivia, in August 1980 Switzerland decides to gradually reduce all current activities . Swiss development cooperation is maintained at a low level. The deposition of General García Meza in August 1981 leads to a certain easing of the situation. The programme is thus stabilised again at the end of 1981 , after 1 1/2 years of crisis management. Overall, this period has had a major impact on the orientation of the Swiss development cooperation with Bolivia.	At the end of 1981, the Bolivia programme is reinitiated , though at a lower level (with less financial resources) as compared to 1980.	Since 1986 SECO is active in the country.
Relevant context factors (country)	Period of nationalist-oriented military governments ('64-'82)		July 1980 - August 1981: General García Meza's regime comes to power in a brutal coup in July 1980 --> it has not only attempted to destroy all democratic structures, caused much human suffering, led the economy into bankruptcy and allowed hitherto unknown levels of corruption, but has also subjected all development projects by foreign and national agencies to heavy burdens. Inauguration of a democratic government in August 1981.	Severe economic crisis in the country from 1982 to 1985. In 1984/85, Bolivia experienced a multiple crisis shock : hyperinflation, economic and political chaos. In September 1985, a radical structural adjustment programme began.	From 1985 on (until the end of the 90s): Comprehensive economic (neoliberal) and political reform processes lead to an economic recovery. Adoption of the Environmental Act in 1992.
Important hints / comments					The presentation in this column is based on the strategies developed in 1985, 1986, 1987. Due to the highly volatile political and economic Bolivian context, the strategies had to be revised and adapted at short intervals . The country programme 1986 was the first official multi-annual country programme for Bolivia.

*) The information in this line should be viewed with caution. Most of the data comes from the cooperation strategies of the respective period, but the SDC budget for bilateral cooperation cannot always be clearly distinguished from other Swiss instruments (SECO, global programmes, etc.). An overview of the official ODA flows for international cooperation to the eight countries is presented in chapter 3.7 of the report.

Timeline Bolivia

	1993-1997	1998-2003	2004-2008
Main / key objectives	The primary goal of Swiss development cooperation in Bolivia remains the better satisfaction of the basic needs of the disadvantaged parts of the population .	The primary goal of Swiss development cooperation in Bolivia remains the satisfaction of the basic needs of the disadvantaged sections of the population . SDC's vision: SDC promotes development towards a just, democratic and participatory society based on the principles of the rule of law, which seeks balance with groups within the country and equal relations with other states, and which enables women, men and children to realise their basic needs.	Overall goal: Contributing to the reduction of poverty and strengthening the position of the disadvantaged . Switzerland contributes to poverty reduction in Bolivia and promotes the integration of the rural population. It focuses on promoting poverty-relevant economic growth as well as strengthening good governance and democratisation from below. With the aim of promoting sustainable development and strengthening Bolivia's position in a globalised world, it participates in policy dialogue and the improvement of framework conditions.
Theory of change	If the macroeconomic and institutional adjustment process continues to succeed, if agricultural processes are further developed through training and improved production bases, thereby keeping in mind the conservation and sustainable use of natural resources; if urban traders are effectively supported through training and access to credit, and if civic participation is steadily improved, disadvantaged parts of the population will be supported in advancing their development by their own efforts, thereby achieving better satisfaction of their basic needs.	If small family farmers in the highlands and small and medium-sized enterprises in urban areas are effectively supported in exercising their civil rights and participating in social decision-making processes; if the investment climate and production conditions as well as access to financial services and vocational training are improved; and if the sustainable use of natural resources and the reduction of environmental pollution is further developed, the basic needs of the disadvantaged parts of the population will be better met, poverty reduced and the quality of life of the population improved.	
Thematic focus	In 1992, the following thematic focus areas are envisaged: 1) Support for the macroeconomic and institutional adjustment process 2) Agricultural development 3) Conservation and use of natural resources 4) Promotion of urban industry and 5) Rural development In this strategy period, SDC actively develops the new thematic areas of small-scale industry - and the associated urban development issues - as well as environment . The latter gains increasing importance following the United Nations Conference on Environment and Development in Rio de Janeiro and the Adoption of the Bolivian Environmental Act in 1992. The many years of experience of Swiss development cooperation in the forestry sector and in adapted agriculture are now being actively incorporated into broader environment-related actions Overall, during this period, the thematic areas developed to the following: 1. Rural development and promotion of agricultural production (focus on production and marketing of equipment and seeds for Andean agriculture, development and dissemination of adapted technologies, as well as expansion of the productive infra-structure and promotion of the export of non-traditional agricultural products) 2. Promotion of small businesses in urban areas (focus on development of dual vocational training and development of financial institutions / microfinance) 3. Sustainable use of natural resources (focus on actions aimed at both the sustainable use of natural resources and improving the productivity of smallholder farms, as well as measures to conserve biodiversity and those aimed at reducing emissions) 4. Support for the modernisation of the state and the reforms (focus on modernising the legal system and promoting decentralisation, since 1995)	Focus on three main sectors: 1) Promotion of economic growth (productive rural development, and business promotion) 2) Sustainable use of natural resources (focus on renewable natural resources and preservation of biodiversity) 3) Reforms and democracy (focus on decentralisation/municipal autonomy and judicial system)	Focus on two lines of action: 1) Promoting poverty-relevant economic growth (focus on local sustainable economic development, development and implementation of innovative financing instruments as well as vocational education and training) 2) Strengthening good governance and democratisation from below (focus on strengthening local administrations and the participation of all stakeholders, consolidating and strengthening the rule of law, and platforms for alternative conflict resolution) --> thematic reorientation: Integration of the former "Productive Rural Development and Sustainable Natural Resources" sector largely in the "Poverty-Related Economic Growth" sector.
Cross cutting themes / strategic principles	The topic of " women and development " is mentioned in a strategy document for the first time. It shall from now on be taken up more systematically in the planning, implementation and evaluation of projects, using the analytical instruments available at the head office.	It is acknowledged that there is a need to catch up in the systematic treatment of important transversal topics, such as gender, environment and empowerment . Transversal principles to be considered: • Environmental sustainability and economic efficiency • Improved access of the poor to know-how, productive resources, credit, markets ("empowerment") • Equal development of women and men • Promotion of democracy and good governance	The entire programme is oriented towards a transversal empowerment strategy , which aims to open up new opportunities for disadvantaged population groups - especially the indigenous population - to participate actively in political and economic processes on an equal footing and to benefit from this in order to improve their living situation.
Main implementation modalities / methods / instruments	• Bilateral technical cooperation / implementation of projects; increasingly also multilateral cooperation • Projects in cooperation with Swiss NGOs and support of Bolivian NGO projects • Economic/structural adjustment measures: bilateral balance of payments assistance; implementation of the Fondo Social de Emergencia, debt restructuring measures Relatively stable conditions between 1987-1992 allow Switzerland to think and act more in terms of overall sectors or institutions (→ more programmes, fewer projects), to focus more on discussions at the policy level, to better potentiate the complementarity between micro and macro and the interventions' sustainability, and generally to maintain a continuous, transparent and responsible dialogue with Bolivian interlocutors. Large integrated cross-sectoral projects in the field of rural development shall rather be reduced again (as their complexity partly proved to be too great and no longer manageable); emphasis shall rather be placed on a clear sectoral approach . Moreover, for SDC, the previous years were also a period of active continuation of its institutional outsourcing policy (cofinancings with international organisations; handing over of projects to Swiss NGOs and national Bolivian partner institutions).	Bilateral technical cooperation , also multilateral engagement	Bilateral technical cooperation , also multilateral engagement Policy dialogue with the Bolivian government, private sector and other bilateral agencies (the like-minded) becomes increasingly important. In this context, the Grupo de Desarrollo Rural (G-DRU) plays a major role. In this period, instruments like (sectoral) budget support and basket funds are also considered. Based on the Paris Declaration, more attention shall be paid to programmatic approaches and a clear impact orientation .
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)</i>		Humanitarian support was limited to regular deliveries of dairy products , which were delivered via Caritas and the Salvation Army. In May 1998, a strong earthquake caused major damage in the Cochabamba region. Switzerland will contribute to the reconstruction of 200 houses in rural areas .	In addition to supplying dairy products through Caritas and the Salvation Army, Humanitarian Aid was involved in a number of natural disasters such as cold waves, the hailstorm over La Paz in February 2002, and the landslide disaster in Chima (Yungas) in March 2003. More recently, funds have also flowed into smaller-scale prevention measures.
Implementing organizations (SDC itself / consulting / NGO)	From now on increasingly more tenders to external institutions (NGOs, consulting) and less direct implementation by SDC.	Direct implementation by SDC with Bolivian partners and implementation through contractors (NGOs, consulting etc.)	Direct implementation by SDC with Bolivian partners and implementation through contractors (NGOs, consulting etc.)
Main partner organizations	• Main partners of the projects and programmes are governmental and semi-governmental bodies (central government, regional development agencies, universities). • Still direct cooperation with private Bolivian development organisations (NGOs) and networks of NGOs . • From the 90s on: increased contacts with small business associations and generally the private sector (e.g. in the field of vocational training). • Finally in the field of decentralisation law and species protection law: in consultation with other development cooperation agencies also direct support to the legislative in individual cases in recent months.	• Governmental and semi-governmental bodies • NGOs and networks of NGO • Private sector (e.g. in the field of vocational training)	• Governmental and semi-governmental bodies • National and international NGOs • Private sector (e.g. in the field of vocational training) • Cooperations with bi- and multilateral donor organisations
Key beneficiaries	The support is aimed in particular at small agricultural producers in the highlands and small traders in urban areas .	The programme is aimed in particular at small family farmers in the highlands and small and medium-sized enterprises (SMEs) in urban areas .	Focus on the poor, rural population of the Altiplano and the interandine valleys as well as on small and medium-sized entrepreneurs in urban areas .
Geographical/regional focus	Geographically, Swiss development cooperation continues to concentrate mainly on the higher rural zones of Bolivia (altiplano, Andeans) and on the cities . The tropical lowlands will be included in the programme where they play an essential role as part of overall Bolivian or global development, e.g. in environmental protection, the coca and migration problem, and in macroeconomic and social matters.	The focus on the highlands and the Andean valleys is maintained because this is where poverty is concentrated and where there is development potential and solid experience of cooperation. The tropical lowlands are included where they play an essential role as part of overall Bolivian or global development, such as in environmental issues, in macroeconomic matters or in questions of the rule of law and decentralisation. Furthermore, the multiplication of contents that have proven successful in the focus areas is promoted on a national level.	Altiplano and the interandine valleys: Value chain promotion, however, is not tied to place: rural producers mostly sell in urban or even international markets.
Total budget *)	CHF 15-18 Mio. per year	In this period, CHF 13.5 Mio. per year are dedicated to bilateral projects with Bolivia.	Roughly CHF 17 Mio. per year
Relevant context factors (Switzerland/SDC)		The 1998-2003 country programme is the first programme for Bolivia, which was jointly prepared by SDC and the BAWI . For the first time, there is a medium-term plan with general validity for all of Switzerland's public development cooperation with Bolivia.	SECO's activities in Bolivia come to an end in 2005 after roughly twenty years, in the run-up to an increased concentration of its activities in emerging countries (from 2017 on complementary measures taken up again). In 2006, the Bolivian Development Partners Group (Grupo de Socios para el Desarrollo de Bolivia - GruS) is created in La Paz by several members of the international cooperation present in the country. Its main objective is to strengthen coordination and harmonisation of international cooperation in order to improve its effectiveness and alignment with the objectives of the National Development Plan (NDP) and the Millennium Development Goals (MDGs).
Relevant context factors (country)	Adoption of the People's Participation Act in 1994 Adoption of the Decentralisation Act in 1996.	The " Guerra del Agua " is happening in Cochabamba in 2020. Increasing social unrest and demand for extended democratisation from 2003 on; the so-called " Guerra del Gas " is happening in the second half of 2003.	Evo Morales becomes president in 2006; beginning of far-reaching reform processes in the country focusing on reducing inequalities and combatting poverty.
Important hints / comments	Due to the strongly changing context in Bolivia, a " rolling " analysis and planning is adopted. Whenever the need arises in the course of the following five years to take a closer look at an area and make fundamental decisions, this will be done by means of selective evaluations, workshops, studies, etc.	At the international level, the Millennium Development Goals and the United Nations Millennium Declaration (2000) provide a new guiding framework for the international community.	The country programme Bolivia 2004-2008 is a joint document of SDC and SECO . The Paris Declaration is adopted in 2005.

Timeline Bolivia

	2008-2012	2013-2017	2018-2021	2022-2024
Main / key objectives	SDC supports the fight against poverty and inequality through the creation of employment and income as well as the sustainable use of natural resources. It contributes to the deepening of democratic culture as well as to intercultural dialogue. In this way, the future vision is pursued that all Bolivians participate equally in the economic, political, social and cultural life of society and the country, that they participate self-determinedly and actively in its construction and that they derive direct benefit from the development of the country .	Overall objective: Switzerland contributes to ensuring that the change process and the rapidly growing public resources benefit the poorer population more than average , thereby significantly reducing poverty and inequalities .	The overall objective is to take advantage of the opportunities arising from the convergence of Bolivia's and Switzerland's poverty reduction goals. Switzerland's bilateral cooperation activities are principally aimed at: <ul style="list-style-type: none">• the promotion of Bolivia's sustainable development,• reducing poverty and inequality, and• increasing the resilience of the population and institutions.	Overall objective: Following the phasing out of Switzerland's bilateral cooperation, there are actors in a position to promote sustainable development and the reduction of poverty and inequality , forums for dialogue between a diverse range of stakeholders have been expanded, and the resilience of communities and institutions has been strengthened.
Theory of change	If the rule of law is further promoted, civil society strengthened and the provision of government services at the community level improved, if vocational training for disadvantaged groups as well as services for rural business development are further developed, and if planning and maintenance of systems for sustainable use of natural resources as well as the populations' resilience to negative effects of climate change are improved, then Bolivia's sustainable development will be promoted, poverty and inequalities will be reduced, and the resilience of the population and institutions will be increased.			If activities to ensure the continuity of work in the field of access to justice services and the campaign against violence against women are consolidated, if the country's economic and productive development is further supported, and if institutional capacities to adapt to climate change and solve environmental problems are effectively strengthened, then following the phasing out of Switzerland's bilateral cooperation, the resilience of communities and institutions will have been strengthened, forums for dialogue will have been expanded, and there will be actors in a position to promote sustainable development and the reduction of poverty and inequalities.
Thematic focus	With this cooperation strategy the focus becomes even more clearly programmatic (also following the Paris Declaration) with the following three focus areas: 1. Good governance and democracy (focus on citizen participation and strengthening democratic institutions (especially local governments)) 2. Sustainable use of natural resources (focus on planning and sustainable use of natural resources and reducing the risk of natural hazards) 3. Sustainable economic development (focus on business development services, qualified vocational training and technological innovations) These three thematic fields will remain relatively stable (though with some variation in their exact design) until the phasing out in 2022-2024.	The previous thematic orientation has succeeded in making a relevant contribution to Bolivia's central development goals and in bringing in the SDC's specific strengths. The general thematic orientation will therefore be maintained. At the same time, however, changes in the context require significant adjustments in order to (i) respond to the negative effects of climate change and (ii) accelerate the implementation of reforms in the justice sector, in decentralisation and in strengthening the rights of the disadvantaged. The focus areas are: 1. Decentralisation and human rights (focus on improving government services at the community level and strengthening the rights of vulnerable groups, also includes access to justice) 2. Mitigating the impacts of climate change (focus on climate change adaptation in rural areas and pollution reduction in urban areas) 3. Employment and income (focus on rural market development and vocational training)	The weights of the thematic areas are shifted only slightly. The thematic area of economic development is given greater weighting at the expense of the other two themes. The reason for this is, on the one hand, Bolivia's expected economic needs and the emerging opportunities, and on the other hand, the strategic importance for the SDC (Dispatch IC 2017-2020) and the stronger commitment of SECO. 1. Governance (focus on promoting the rule of law and strengthening civil society) 2. Climate change and environment (focus on food security, the right to water for all and strengthening resilience / better adaptation to the negative effects of climate change) 3. Economic development (focus on vocational training (SECO's focus on sustainable trade))	The three thematic priority areas for the period of the phasing out are: 1. Economic development 2. Governance 3. Climate change and the environment
Cross cutting themes / strategic principles	In this cooperation strategy, the term " cross-cutting themes " appears for the first time. The main cross-cutting themes for the strategy period are: <ul style="list-style-type: none">• Good governance• Gender• Youth	Mentioned cross-cutting themes in this period are: <ul style="list-style-type: none">• Gender• Governance• Human Rights Based Approach applied in all projects	<ul style="list-style-type: none">• The gender dimension is integrated transversally in all projects.• In the thematic areas, transversal governance issues are increasingly focused on accountability and the rule of law. The human rights-based approach is applied. Local governance is an important part of almost all projects. Citizens are strengthened in the exercise of their rights and duties, and state actors in the fulfilment of their obligations.• The working principle of DRR is integrated into projects according to needs and deepened where necessary.• The working principle of conflict-sensitive project management, which also takes intercultural aspects into account, is applied wherever specific problems exist.• In addition, issues of climate change and the environment are also included in the thematic area of economic development, while issues of vocational training are included in the thematic area of climate change and the environment.	In a context of greater fragility, the working principle of conflict-sensitive project management (CSPM) will be reinforced, and the cross-cutting themes of governance, gender and disaster risk reduction (DRR) continue to be relevant during the phasing out. In the current situation, with decreasing resources available, the scope of the work on these cross-cutting themes shall be narrowed down to focus on their most strategic aspects: knowledge management with systematisation of good practices, consolidation of competencies , and the transfer of methodologies and tools to partners and local counterparts.
Main implementation modalities / methods / instruments	Bilateral technical cooperation , also multilateral engagement Working principles are innovation, interculturality, scaling-up and policy dialogue as well as the implementation of the Paris Declaration . Still, emphasis is placed on putting a stronger focus on programmes instead of projects. Bundling of different activities towards a common goal; thereby reduction of a beforehand relatively large number of projects. A balanced mix of different development instruments is implemented (Projects, SWAPs, basket funds, joint funds etc.) The choice of instruments depends on the specific objectives, the capacity of the implementing agencies and the national context. Basket funds were, for instance, used for the joint financing of the <i>Sistema Boliviano de Tecnologías Agropecuarias (SIBTA)</i> , a national instrument for promoting innovation in the agricultural sector.	Bilateral technical cooperation , also multilateral engagement Outsourcing of project implementation to third parties further increases and reduces the effort required for project management for the Cooperation Office. It will thus concentrate more on strategic steering, policy dialogue, the promotion of results-oriented implementation and the monitoring of results. Still, half of the programme is implemented directly by the Cooperation Office , with a correspondingly high effort for project management. The share of projects implemented directly by the Cooperation Office shall be reduced to 20 to max. 30% in the future. Regarding SDC's approaches, the focus lies on capacity building, conflict prevention and influencing policies in the environmental and economic sectors .	In this strategy period, the portfolio of Switzerland's cooperation with Bolivia generally comprises fewer projects . Governance: mixed-management projects: partly own project of SDC, partly on mandate basis Economic Development: Mandates; contributions to public institutions; contributions to private organisations; engagement with the private sector and trilateral cooperation Climate Change and Environment: Contributions to public academic institutions and ministries, mandates and trilateral cooperation <ul style="list-style-type: none">• In considerations of Bolivia MIC status and SDC's decreasing budget, the exchange of knowledge and experience (including South-South, multilateral and trilateral co-operation as well as PPDPs) are (further) developed.• Wherever possible, additional international co-financing will be sought. However, given the dwindling number of bilateral donors active in Bolivia, there are limits to this.• Initiatives or cooperation that aim for stronger engagement with the private sector, i.e. primarily with Swiss companies based in Bolivia, are promoted. The latter primarily concerns the area of vocational training.• More attention should be paid to trilateral cooperation in areas of the cooperation strategy. Partners from Argentina, Brazil, Chile, Colombia, Mexico and Peru will be considered first and foremost.• In addition to government policy, the country perspective is to be increasingly taken into account in the alignment, i.e. also the perspective of private sector actors and those of civil society.	The Swiss intra-governmental approach known as the Whole of Government Approach (WOGA) will be prioritised in the above-mentioned thematic areas. Governance: mandates and mixed administration (mandate and direct administration through the Project Implementation Unit) Economic Development: mandates; contributions to public institutions; delegation to other cooperation agencies; contributions to private organisations; alliances with the private sector and triangular cooperation. Climate Change and the Environment: contributions to ministries, public universities, mandates and triangular cooperation Attention will continue to be paid to disadvantaged and vulnerable groups, especially young people and women. This work will be accompanied by strategic and responsible knowledge management , concentrating on those who will take forward the innovations supported by SDC in the future: the private sector and the state, decision-makers in municipal and departmental governments and ministries, and the development organisations and actors that remain in the country and its regions.
Details on Humanitarian Support (only for differentiation purposes, <u>not</u> the focus of this study)			SDC Humanitarian Aid activities in the field of Disaster Risk Reduction (DRR) in Bolivia will come to an end at the end of 2018 . A thematic backstopping of regional initiatives from the DRR hub in Lima will remain.	
Implementing organizations (SDC itself / consulting / NGO)	Direct implementation by SDC with Bolivian partners and implementation through contractors (NGOs, consulting etc.)	Direct implementation by SDC with Bolivian partners and implementation through contractors (NGOs, consulting etc.)	Almost exclusively mandate projects, i.e. no self-executed projects.	Almost exclusively mandate projects, i.e. no self-executed projects.
Main partner organizations	<ul style="list-style-type: none">• Public sector (e.g. ministries, departmental governments, municipalities, universities)• Non-governmental organisations (NGOs), social movements• Business organisations, producer organisations, public-private platforms. Switzerland plays an active role in the coordination body of the 20 most important bilateral and multilateral donors active in Bolivia.	<ul style="list-style-type: none">• Public sector (e.g. ministries, departmental and municipal authorities, municipal associations, communities, defensor del pueblo, police, National Institute for Innovation in Agriculture and Forestry (INIAF), National Banking Authority)• NGOs (e.g. NGOs for Human Rights (CDC and CDH), Association of Women Local Councillors (ACOBOL))• Private partners (e.g. Foundation for Innovation in Finance (PROFIN); FAUTAPO Foundation)• Universities• Professional associations and producer organisations• International partners (e.g. Multilateral agencies (IDB, WB, UNDP), bilateral agencies (Netherlands, Sweden, Germany, Denmark, Spain), international NGOs, international foundations)	<ul style="list-style-type: none">• Public sector (e.g. ministries, departmental and municipal authorities)• NGOs (e.g. Fundación PROFIN)• Private partners (e.g. business chambers, educational institutes, companies, financial companies and service providers, vocational training institutes)• Universities• International partners (e.g. Multilateral agencies (IDB, WB, UNDP), bilateral agencies (Netherlands, Sweden, Germany, Denmark, Spain))	<ul style="list-style-type: none">• Public sector (e.g. ministries, departmental and municipal authorities, the judiciary, Public Prosecution Service, Plurinational School for Public Management (EGPP))• NGOs (e.g. Fundación PROFIN)• Private partners (e.g. chambers of commerce and industry, education and training institutes, companies, financial institutions and service providers)• Universities• International partners (e.g. Multilateral agencies (IDB, WB, UNDP, ILO), bilateral agencies (Sweden))
Key beneficiaries	The Swiss development programme primarily benefits poor, rural population groups . These are united in farmers' or indigenous organisations , in micro and small producers' organisations as well as in social or political organisations . In peri-urban areas of larger and medium-sized cities, small and medium-sized entrepreneurs are also supported.	Decentralisation: women and young people in rural municipalities and in currently poor urban neighbourhoods Human rights: women and indigenous people Climate change: currently poor farming families Employment and income: disadvantaged groups, especially women and young people	In all three thematic areas, poor and vulnerable groups - especially young people and women - shall be further empowered.	Focus lies on the needs of the most vulnerable groups (small-scale producers, micro-entrepreneurs, women, young people and indigenous people) in the Altiplano and valleys regions.
Geographical/regional focus	Switzerland focuses its activities on the highlands and interandine valleys , according to the distribution of poverty and our comparative advantages. In addition, there is support to national projects.	SDC's activities focus on the Andean highlands and the inter-Andean valleys . Due to rapid urbanisation in recent decades, the focus is increasingly also on poor urban neighbourhoods (mainly rapidly growing suburbs).	Areas where poverty is more widespread are a priority for programme implementation. This means a concentration in the mountainous areas of the Altiplano and the interandine valleys , but not in the lowlands. The programme also has a high urban relevance . Due to the ongoing urbanisation, SDC will place an even stronger focus on small and medium-sized towns, where poverty is more pronounced and which are linked to larger cities. Special attention should be paid to existing urban-rural linkages and ways to optimise them. SECO measures in the area of sustainable urban development, on the other hand, focus on medium-sized and larger cities throughout the country.	The focus continues to be on the Altiplano and valleys regions as well as on small and medium-sized towns .
Total budget *)	For the years 2008 to 2012, on average CHF 20 Mio. per year (increase from approx. 15 Mio. in 2008 to 22 Mio. in 2012)	On average CHF 28 Mio. per year. (according to official ODA data only CHF 23.6 Mio. of overall ODA)	The financial commitment of Swiss cooperation with Bolivia for 2018-2021 will amount to around CHF 83.3 (roughly 21 Mio. CHF per year) The yearly DLAC budget in Bolivia decreases from CHF 18 Mio. in 2017 to CHF 13.5 Mio. in 2020.	A total budget of CHF 15 Mio. is planned for the three years of this programme (decrease from CHF 9 Mio. in 2022 to CHF 1 Mio. in 2024).
Relevant context factors (Switzerland/SDC)		The Swiss Consulate is dissolved in mid-2013 and the Embassy transformed into an " Embassy Projects/Programmes ". The number of international staff at the Embassy (including the Cooperation Office) is reduced.		SDC will phase out its activities in Bolivia by 2024. The following Swiss instruments will remain active after 2024: <ul style="list-style-type: none">• Global programmes in the Andean region (Water and Climate Change)• Humanitarian aid projects on DRR• SECO's work on specific projects (e.g. Better Gold Initiative) and global programmes, as well as complementary measures in the field of economic development.
Relevant context factors (country)	Evo Morales is re-elected for the first time in December 2009 and his party achieved a two-thirds majority in both houses of parliament. Bolivia becomes associate member of MERCOSUR .		In 2016, Bolivia passes the Law on the Rights of Mother Earth . In 2017, the Constitutional Court establishes indefinite re-election of President and Vice-President , although 51% of the population has voted against it in the respective referendum. A serious political crisis follows the national election in October 2019. The political situation calmed down after transparent elections in October 2020/March 2021. The Covid 19 pandemic has a strong influence on the social and economic situation in the country.	The overall social and democratic situation remains fragile . Moreover, the negative consequences of the Covid 19 pandemic are still clearly visible in in the country. Still, Bolivia is expected to become an upper middle-income country in 2024.
Important hints / comments				

Timeline Peru

	1965-1978	1979 - 1981	1982 - 1986	1986 - 1990 (1994)*
Main / key objectives	after 1970: Main objectives: <ul style="list-style-type: none">to support government efforts to combat extreme poverty;to support decentralisation processes;to preserve natural resources and ecological balance;to transfer techniques and know how;to act as bridge between the administration, universities and non-governmental organisations;to seek to influence sectoral policies;to contribute to the organisation of grassroots groups and their training.			Main objectives: <ul style="list-style-type: none">to support government efforts to combat extreme poverty;to support decentralisation processes;to preserve natural resources and ecological balance;to transfer techniques and know how;to act as bridge between the administration, universities and non-governmental organisations;to seek to influence sectoral policies;to contribute to the organisation of grassroots groups and their training.
Theory of change	By supporting livestock projects in the country, one can assure better resilience , better production processes and the necessary support to the beneficiaries and consequently raise the income level of the poorest group within the country, namely farmers and the indigenous population .		If the institutional adjustment/decentralisation processes continue to succeed, if agricultural processes are further developed through training and direct support to the beneficiaries, if the conservation and sustainable use of natural resources and ecological balance is ensured, if the urban population is effectively supported in gaining a higher income through technical education, overall the scientific and technological development, the strengthening of the management capacities of the state and the fight against poverty will progress, thereby achieving better satisfaction of the population's basic needs.	
Thematic focus	<ul style="list-style-type: none">improving livestock farmingpromoting milk production	<ul style="list-style-type: none">improving livestock farmingpromoting milk productiondeveloping forestry However, also a diversification of the sectors of intervention (health, alpaca breeding, multisectoral support to native Amazonian communities) as well as the launch of an integrated rural development project (Ayacucho - Sierra)	<ul style="list-style-type: none">improving livestock farmingpromoting milk productiondeveloping forestry The diversification of sectors continues with the inclusion of small-scale fishing, audiovisual training and support for workers in the informal sector.	<ul style="list-style-type: none">agricultural productionforestry sector Building upon the experiences in the informal sector in La Victoria (Lima) with the NGO DESCO (Centro de Estudios y Promoción del Desarrollo), establishment of a new programme in the informal urban sector to support revenue creation (through employment).
Cross cutting themes / strategic principles				
Main implementation modalities / methods / instruments	<ul style="list-style-type: none">technology and know-how transfer		<ul style="list-style-type: none">technology and know-how transferfinancial aid in the sector of: livestock, informal urban sector and fishery	<ul style="list-style-type: none">technology and know-how transferfinancial aid and co-financing
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>				<ul style="list-style-type: none">between 1991 and 1994 mainly Humanitarian Aid (and SECO) active in the country
Implementing organizations (SDC itself / consulting / NGO)				<ul style="list-style-type: none">SWISSCONTACT in the area of technical training
Main partner organizations	<ul style="list-style-type: none">Government/public institution		<ul style="list-style-type: none">Government/public institutionsUniversities & Research Centres <p>Since 1984: collaboration component with local NGOs did not go unnoticed by the Peruvian authorities, who recalled that the primary vocation of official aid agencies remains collaboration with public sector institutions.</p>	<ul style="list-style-type: none">Government/public institutions (such as INIPA and INFOR), whereas noting that public institutions are gradually being deprived of their operational capacities at the expense of the corporations and micro-regions.Peruvian NGOs <p>No further cooperation with universities/research centres proposed, due to difficult cooperation practices.</p>
Key beneficiaries	<ul style="list-style-type: none">farmers			<ul style="list-style-type: none">farmers
Geographical/regional focus	Costa (including Lima), Sierra and Selva			Sierra, Selva and Costa (including Lima - Costa however with declining importance).
Total budget *)	According to the presented ODA: Between 1967 and 1976 and in 1978: 1 million - 3 million CHF. In 1977 more than 10 million CHF.	According to the presented ODA: overall approx. Between 4 and 6 million CHF per year for the period 1979 - 1981	Gradual increase, overall approx. 6 - 7 million CHF per year.	Gradual increase of up to 10 million CHF in 1990. After technical cooperation retracted from the country, strong Humanitarian Aid present with up to a yearly contribution of 5 million CHF (in 1991).
Relevant context factors (Switzerland/SDC)	The 1972 evaluation of the programme criticised this approach, which focused too exclusively on technology transfer, and recommended that more attention be paid to the beneficiaries of the cooperation and their economic, social and organisational problems.			In 1991 , SECO financed the payment of Peru's arrears to international financing institutions with CHF 13.5 million
Relevant context factors (country)	General Velasco Alvarado declares in 1969 the Agrarian Reform, expropriating large estates and forming cooperatives	In 1980 , the military handed over power to President-elect Fernando Belaunde Terry, who tried to open up external markets for Peru.	Internal conflict, connected to high insecurity. 35-year-old Alan Garcia Perez succeeds Belaunde as President of Peru in 1985. With a populist-protectionist government programme, Garcia cuts off Peru's access to international credit and plunges the country into economic chaos. At the end of the 1980s, Peru experiences four-digit hyperinflation.	High political insecurity : Peru is being castigated by the increasingly growing guerrilla organisations "Sendero Luminoso" and MRTA, which dominated around 60% of the territory in 1990. The civil war, which lasted a decade, claimed 30,000 lives. In 1990 , Alberto Fujimori becomes the new President of Peru. The new government implemented a drastic stabilisation and austerity package as an answer to the ongoing hyperinflation and bad macroeconomic performance.
Important hints / comments	COTESU supported the agrarian reform launched by the military regime. Ironically, because of the time needed to prepare projects - particularly long in the case of financial aid - some of them were not started until the agrarian reform was no longer supported by the government. In 1975, in fact, General Morales Bermudez dismissed General Velasco Alvarado and gave a significant boost to the right.	The 1979-1981 phase was marked by a focus on "grassroots" development and the search for forms of cooperation that encourage the participation of those concerned.	From 1982 onwards, the extension of the armed struggle and the disinterest shown by the Belaunde government in the Sierra, put the Swiss programme at an impasse. No or little counterpart funding from the official partners, and the impossibility for security reasons of continuing projects carried out in direct collaboration with grassroots communities. With the handing over or closure of the projects in Jenaro Herrera, Puno Public Health and Ayacucho, a page has been turned and at the same time space has been created for new actions. The search for projects that comply with the priorities of our law on international development cooperation has led us to diversify our partners. Three projects are launched with Peruvian NGOs; Switzerland relies on the IDB for further financial support.	In 1990 , Swiss Bilateral Cooperation retracted from the country as a result to the internal conflict, leaving only one project coordinator behind. Subsequently SECO and Humanitarian Aid took over activities in the country, ongoing projects were phased out or given to the national partners.

Timeline Peru

	1995 - 2000 (initially until 1998, extended in 1998 until 2000)	2002-2007	2009-2011
Main / key objectives	Main objectives: Poverty reduction	Main objectives: Poverty reduction and alleviation as the main objectives of Swiss development cooperation activities in Peru.	Main objectives: Swiss cooperation shall contribute to socially balanced, democratic and sustainable development , in particular through a system-oriented co-design of policies that ensure social equity, access to justice and sustainable development. In this context, particular importance is attached to the promotion of economic growth aimed at improving the incomes of the poor (pro-poor growth).
Theory of change	Through economically improved and ecologically sustainable use of the production base, poverty is to be combatted, the income of the rural population increased, market-oriented production promoted and food security improved. Through a stronger competitiveness and productivity of small enterprises , (urban) poverty is directly combatted.	If all citizens have the opportunity to participate in private and public tasks, a broader civil society assumes personal responsibility and actively participates in public tasks. On the one hand an organised civil society exercises control and demands accountability, on the other hand this increases the legitimacy of the state and promotes the social integration of society . Furthermore, if sustainable economic development is socially and regionally balanced, the state and its institutions (executive, legislative and judiciary) regulate and create favourable framework conditions that are used creatively and productively by the private sector . A subsidiarity-based division of labour between the private sector and state institutions - at the appropriate level in each case - improves access to services and increases their coverage.	Stronger, democratic public institutions at all levels manage resources transparently, efficiently and enable equal citizen participation and access to basic services. A sound and stable monetary policy frameworks, improved access to credit for small and medium-sized enterprises (SMEs) through the generation of innovative financing instruments and increased competitiveness of SMEs in the regions and in Lima enable the creation of stable jobs as well as an improvement in the income of the poorer population groups (Pro Poor Growth). A stronger and more efficient cooperation between local, regional and national actors work effectively together to reduce the vulnerability of the population to natural disasters and climate change and to promote sustainable use of natural resources (in particular water).
Thematic focus	1.) Water supply and sanitation 2.) Sustainable agriculture 3.) Handicraft and small industry promotion Furthermore after 1998: First innovative actions in the field of good governance .	Focus on the three thematic priority areas: 1.) good governance, 2.) sustainable economic growth and 3.) services for local development.	The three thematic focuses in the country are: 1) Strengthening of democratic institutions 2) Promoting sustainable economic growth 3) Reducing vulnerabilities against natural catastrophes and climate change, as well as strengthening a sustainable use of natural resources
Cross cutting themes / strategic principles	<ul style="list-style-type: none">transversal theme of environment/ecology will be elaborated and implementedgender cross-cutting theme is being consolidated, especially in the area of concrete operational implementation (in 1998) Furthermore, in all Swiss development cooperation activities, particular emphasis is placed on politically and strategically important aspects such as respect for human rights, strengthening the democratisation process and promoting "good governance".	Transversal principles are Gender, Environment and Good Governance	In the three thematic priorities, the transversal principles are emphasised in planning, implementation and monitoring, and reinforced with targeted activities: gender and (economic) governance and climate, energy and environment
Main implementation modalities / methods / instruments	<ul style="list-style-type: none">Bilateral technical and financial cooperation;SECOS's economic and trade policy measures;Humanitarian Aid;"Counterpart" fund (debt forgiveness fund)	<ul style="list-style-type: none">Bilateral technical and financial cooperation;SECOS's economic and trade policy measures;Institutional strengthening and capacity building;Co-financing (with multi and bilateral donors) Furthermore SDC follows the approach of: <ul style="list-style-type: none">Empowerment: Large parts of Peru's population lack opportunities to actively participate in solving social problems. This is particularly true of the poor sections of the population. Swiss development cooperation supports initiatives that improve equal opportunities and rights and give marginalised groups access to knowledge, organisation, resources and services. This should create more opportunities for them to participate in decision-making processes.Linking levels of intervention: Switzerland's activities aim to have a system-building effect. Activities at the micro level must be linked to the meso level from the outset, or their processing and dissemination must be ensured (scaling up).	Gradual switch from technical bilateral instruments to SECO instruments : <ul style="list-style-type: none">Concertation and alliances: Efficient services and policy-making require sustainable agreements <i>between</i> public, private and civil society actors. The programme is expanding concertation and networking in the three thematic priority areas, promoting and engaging more in alliances with national partners at the various levels of government (with increasing contributions from the partners themselves) and coordinating cooperation with other bilateral and multilateral donors.Support in efficiency in public investments (particularly public-private partnerships)Focuses on lose cooperation with various national partners, with bilateral partners (e.g. a so called basket fund of the national ombudsman's office with Belgium, Canada and Spain) as well as with multilateral donors (e.g. with the World Bank in the area of water)Support in policy-making (to strengthen citizen participation and empower grassroots organisations, as well as strengthen capacities of state institutions to deliver basic services and guarantee citizens' rights) Empowerment, interculturality and human rights : The programme empowers disadvantaged and poor population groups, especially indigenous people, women and youth, to represent their own interests, to demand access to justice and public services, to use their potentials and to develop economically, as well as to participate in political processes on an equal footing. The cultural understanding of the Andean population and rural communities is increasingly taken into account in the programme.
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>	Humanitarian aid has "traditionally" consisted of milk deliveries and support for specific emergency aid programmes (e.g. "Vaso de leche") and was expanded at the beginning of the 1990s to a volume of at times more than SFr. 5 million per year. This growing humanitarian aid (e.g. drinking water projects to combat the cholera epidemic) was increasingly handled as direct actions via the coordination office. Particular attention was paid to possible complementarities with the remaining SDC projects Disaster relief has been used in three cases in Peru: after the "El Niño" of 1997/98 , after the floods around Lake Titicaca at the beginning of 2001 and during the earthquake of 23 June 2001 that shook southern Peru.	The Humanitarian and Disaster Relief Department in Peru with three instruments: Food aid, prevention and disaster relief . Peru received the equivalent of around CHF 2 million worth of milk and cheese products from Switzerland each year. The food was channelled via Caritas Switzerland to Peruvian children's homes and after-school care centres, where it provides an essential supplement to the usually inadequate nutrition of the children. Humanitarian aid participated in the risk assessment in the Cusco region. Based on this, further prevention activities were planned.	Prevention and management of natural disasters at local and national level, reduction of risks and vulnerabilities. Particularly through the project: Improving disaster risk reduction through preventive and preparatory measures (implemented by SDC, Humanitarian Aid and Querschnittsthema, was finalised in 2011)
Implementing organizations (SDC itself / consulting / NGO)	The implementation of programmes and projects (at the micro level) under (SDC)'s own management will be limited to those areas where it is particularly important that direct experience from operational field work can be used directly for conceptual considerations and for policy dialogue at the national level. At the same time, more mechanisms were should be created that allow (SDC) to draw on know-how from implementing (government) organisations. The delegation or outsourcing of project implementation to Swiss and multilateral institutions is envisaged primarily in the Industry & SME (HIF) and sustainable agriculture (NL) sectors. (SDC) refrained from outsourcing the entire Water and Sanitation (W+S) sector in order to gain or maintain a certain degree of operational experience in this sector. In areas and regions where Swiss aid agencies can demonstrate know-how and show interest and willingness for conceptual further development of their programme work, they will be involved at an early stage (e.g. in the HIF sector SWISSCONTACT , in the sustainable agriculture sector INTERCOOPERATION, CIP). Where possible, the outsourcing of entire programmes will be sought, with (SDC) as the contracting authority having overall responsibility for outsourced programmes as well as the entire DC programme with Peru Directors primarily carry out activities at the meso and micro levels; however, specific sector policy tasks at the macro level can also be delegated to suitable organisations. Multilateral channels are used in the future (SDC) programme in Peru, on the one hand, to finance regional research programmes. On the other hand, cooperation possibilities with the Inter-American Development Bank (IDB), the World Bank and UN agencies (UNDP, UNICEF) in the various priority sectors are still to be examined. A bilateral approach (Swiss relief agencies, direct actions with Peruvian private and public institutions via the coordination office) or the route via multilateral organisations (UNDP, UNICEF) is chosen for humanitarian emergency and disaster relief . The presence of Swiss aid organisations in Peru is comparatively high. Over thirty Swiss private aid organisations have been active in Peru. They often work together with church partner organisations, their work is often characterised by proximity to the grassroots, their main goal is direct poverty reduction.	Two Swiss private organisations (Swisscontact and Intercooperation) implemented projects for the SDC in Peru as directors. Seven other NGOs are working in the country with SDC funding (almost CHF 1 million in 2001). Fédération Genevoise de Coopération (integrated rural development, education and training, community promotion, care for children affected by war), Fastenopfer (adult education, health, indigenous population), Brot für Alle / Basler Mission (promotion of small businesses, agricultural extension), Unité (deployment of volunteers), Stiftung Kinderdorf Pestalozzi (care for children affected by war) and, to a lesser extent, Swiss Welfare Organisation (community promotion) and Caritas (drinking water and sanitation).	The main implementing organisations were SDC and SECO themselves. In certain thematic areas (connected to SECO), Swiss partners such as HEID Genève, Swiss Finance Institute, Swiss Financial Analysts Association . Further synergies and alliances were established in particular with Swiss NGOs active in Peru and with Swiss companies that carry out self-financed development projects.
Main partner organizations	<ul style="list-style-type: none">Shift from national to local organisations/institutions.Individual programme components can be implemented by public partner organisations, others by private ones. Depending on the programme concept, partner institutions may join and/or leave flexibly (e.g. Industry & SME concept).Support is given towards increased cooperation between public and private organisations and between private organisations and NGOs. Preference will be given to NGOs that are concerned about such networking.NGOs are often multi-sectoral in their activities ("general shop"); they react strongly to the diverse interests of donors. (SDC) works towards a certain specialisation and transformation of these organisations so that they can improve the quality of their products and know-how and broaden their "client base". Organisations with a willingness to increase specialisation are preferred.In general, it is assumed that partner institutions will raise their own funds for a project (exceptions will remain certain "socially-oriented" NGOs).Due to the limited financial resources of the individual organisations, the majority of the activities remain selective and tend to be project-oriented rather than programme-oriented (multilateral cooperation mainly in the area of research, further cooperation possibilities with the Inter-American Development Bank (IDB), the World Bank and UN agencies (UNDP, UNICEF).	Swiss development cooperation entered into partnerships with government institutions, non-governmental organisations and the private sector , and sought to strengthen and intensify their cooperation with each other wherever possible. A balance was sought between state and private partners at all levels. The trend led away from projects with a single partner towards multi-institutional alliances, with a role-based distribution of tasks. In the first instance, projects and programmes were supported by national partners and directors were commissioned to carry them out.	The existing harmonisation processes with other bilateral and multilateral donors (World Bank, UN, GTZ, CIDA) were to be intensified. New implementation modalities were mainly bilateral co-financing or institutional programme contributions together with several donors (basket funding). Cooperation with NGOs and private sector
Key beneficiaries	Small enterprises, vulnerable populations in the rural and urban area. Local and national institutions (e.g. in the sector of health, economy & finances, education).	Particular emphasis on the empowerment of the marginalised population .	<ul style="list-style-type: none">grassroots organisations so that they can better formulate their applications and requests to the authorities and organise themselves in networks.SMEnational/local institutionsstakeholders
Geographical/regional focus	The programme focuses largely on the existing priority regions of Cajamarca, Cusco and Apurimac and in Lima. It did however not return to the Amazonas .	The programme focused largely on the existing priority regions of Cajamarca, Cusco	The programme focused largely on the existing priority regions of Cajamarca, Cusco, Apurimac and the economic corridors linked to these regions, which connect producers and markets. Although SECO does not pursue an explicit approach of geographical concentration, and it strived to achieve synergies between traditional SDC and newly implemented SECO interventions.
Total budget *)	The programme for Peru should again reach the contribution level of a "normal" priority country and have a financial framework of approx. 10 million CHF per year for the development cooperation sector. Added to this are the funds of the BAWI, humanitarian aid, the environmental credit as well as the programme contributions to the Swiss relief organisations and their own donations. In addition, the Counterpart Fund Peru-Switzerland will finance programmes and projects totalling CHF 10-15 million per year on average over the next 3-5 years. This will temporarily massively strengthen the Swiss presence in Peru.	SDC bilateral cooperation : approx. CHF 11 million per year Humanitarian Aid: CHF 2.5 million Environmental programme: CHF 2.5 million SECO: CHF 3.0 million	SDC : 25 million CHF (<i>laut ODA jedoch 38m für die Periode 2009 - 2012</i>) SECO : 60 million CHF Humanitarian Aid: 7 million CHF Global programmes (water and climate change): 14 million CHF
Relevant context factors (Switzerland/SDC)	"Consolidation phase" of the new SDC programm in Peru.	The cooperation strategy is based on: ⇒ Strategie 2010 der DEZA ⇒ seco - Strategie 2002 - 2006 ⇒ DEZA - Sektionsleitlinien für Lateinamerika (Peru_2002-2007_GER, S. 7)	The joint cooperation strategy is based on the Swiss Development Assistance Act of 1976, the Federal Council's Development Policy Strategy of 2008 , the Message on the "Financing of Economic and Trade Policy Measures in the Context of Development Cooperation" and the Dispatch on the "Continuation of Technical Cooperation and Financial Aid to Developing Countries", which were approved by Parliament in December 2008.
Relevant context factors (country)	Main problems in the country are: increasing impoverishment of broad sections of the population, an ethnically divided Peruvian society , the dismantling of the state apparatus , fragile democratisation process , political violence and human rights violations as well as the destruction of natural resources . The economic reform programme introduced by the Fujimori government has had some astonishing (macro-economic) successes ; however, the effects on distribution policy are (still) a long time coming.	Both state (health, education, justice, police) and private (political parties, committees, associations) institutions are seen as weakened from the decade of Fujimori's autocratic governance.	Ollanata Hulama become president in 2011, cementing the "pink tide" wave in Latin America.
Important hints / comments	SDC changed its name to COSUDE (from COTESU) in the late 1990s "to give the programme a clear profile". "The reputation that the institutions have built up over 30 years helps: small but serious, transparent, effective and flexible. Peru became (again) a priority country for SDC and BAWI (SECO).		SDC's bilateral cooperation in Peru phased out in 2012 . The Swiss cooperation stayed in the country and continues to implemente projects under SECO and the Global Programmes (Climate Change) in the country. In the area of Climate Change, Peru represent a regional hub for Climate Change and the environment.

Timeline Ecuador

	1969-1981	1982-1990	1991-1997
Main / key objectives	Support to agricultural production mainly through technological and knowledge transfer. Support to specific product-chains (corn, plantain), and delivery of trainings with local communities for the use and implementation of technology.	Intervention targeted to population in poverty situation, focused on indigenous communities in the Andean region. First supporting steps towards decentralisation, working together with local actors and NGO.	Continue to support rural development projects focusing on the irrigation-agriculture complex and environmental protection. The connections between the urban and the rural become relevant. Therefore, it is also important to strength urban productive capacities.
Theory of change	In a predominantly rural context, in which in spite of the rapid urban growth agriculture plays a key role, Swiss bilateral cooperation can support a better agricultural techniques through technological transfer and construction of (mainly, but not only irrigation) infrastructure, which allows higher levels of productivity in the production chains of the main export goods, and will consequently raise the income level of the poorest group within the country, the peasant and indigenous population.	In the absence of a national rural and local development strategy, Swiss bilateral cooperation can strengthen local development processes by providing technical assistance and trainings both on the supply (allowing access to water through irrigation and diversifying production) and demand side (fostering the growth of markets and improving commercialization mechanisms) of agricultural production, and throughout raising the income level of indigenous communities and improving their living conditions.	Based on a programmatic approach, in a context of growing socio-economic inequalities, weakened state capacities and low productive investment, SDC can contribute to territorial development by focusing on the urban-rural economic dynamics, by, on the one hand, raising agricultural productivity in a sustainable way and, on the other hand, supporting small urban enterprises, thus raising income levels in general but especially those of rural and indigenous population.
Thematic focus	Irrigation infrastructure and agriculture, moving from a subsistence agriculture towards a market agriculture. 8 projects in implementation.	While keeping focus on agriculture and irrigation, SDC starts working on parallel with small rural enterprises to complete the circle of agricultural production. First environmental projects, related to a sustained use of soil and water for agriculture and reforestation. 15 projects in implementation.	Agriculture, irrigation, environmental protection (reforestation and use of soil in agriculture), small urban enterprises. Humanitarian Help is focused to natural disasters response.
Cross cutting themes / strategic principles	Swiss technical cooperation is exclusively focused on agriculture. Low participation of the local actors, close work with the central government.	Swiss technical cooperation is integrating a <i>demand</i> approach (focusing on market mechanisms and conditions to improve commercialisation) to the existent supply approach (focusing only on agricultural production). Transition from a merely rural development strategy towards a local development strategy.	Gender and environmental strategies appear for the first time. The program is now based on a comprehensive, programatic vision.
Main implementation modalities / methods / instruments	Bilateral cooperation.	Bilateral cooperation.	Bilateral cooperation (including debt-relief mechanisms), humanitarian aid
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)</i>			
Implementing organizations (SDC itself / consulting / NGO)	No information available.	Local NGO, rural communities.	When possible, the DDA coordinates certain actions with the projects of the 3 Swiss NGOs active in Ecuador - INTERCOOPERATION, SWISSAID and SWISSCONTACT
Main partner organizations	National counterparts at national level, no work with local governments and/or organizations		Ministries of Agriculture and Social Welfare, but coordination is rather weak
Key beneficiaries			
Geographical/regional focus	Dispersed technical assistance to several agricultural projects in the Coast and the Andean and Amazonic regions.	Andean region	Central Andean Region
Total budget *)	Information not available	50'595.000 CFH (Rendición de Cuentas de 40 Años, 2009)	50'081.000 CFH (Rendición de Cuentas de 40 Años, 2009)
Relevant context factors (Switzerland/SDC)			
Relevant context factors (country)	At the beginning of SDC's cooperation in Ecuador in 1969, the economy of the country is mainly sustained by agricultural production, and the population is mostly rural. With the start of the so-called oil boom in 1972, the country experiences a significant transition due to an accelerated economic growth, which has its most obvious effect in the rise of the urban population and the strong presence of public investment in infrastructure and services. The industrial and financial sector also emerge pushed by the flow of resources in the national economy. Between 1972 and 1979, the country is governed by different military governments.	Return to democracy with the presidency of Jaime Roldós and Oswaldo Hurtado (1979-1983). Period marked by the extensive growth of external debt in the public finances, and the correspondent payment of it. In 1983 the national government assumes the private financial system's debt, which aggravated the economic crisis. Public administration is leaded by a structural adjustment principle, which has its effect on the abandonment of public social services and capacities, absence of agrarian public policies. High inflation rates and first steps into the liberalisation of the financial sector.	High political instability and social crisis, in which the indigenous movements become very relevant on the political arena. Weakening of state institutions and capacities, lack of planning, growing poverty and inequality at national level but also between urban and rural areas, which causes a migratory exodus from the countryside to the cities. External debt grows rapidly and therefore a large part of the state budget was allocated to its payment, strong tendency towards financial deregulation encouraged by the political power, prelude to the 1999 crisis and the formalised dollarization of the economy.
Important hints / comments	1970: signing of the Framework cooperation agreement between the governments of Switzerland and Ecuador. Between the decade of the 70's and until 1984, the Swiss cooperation office reduced the budget in the country and close its office until 1984.		

Timeline Ecuador

	1998-2002	2003-2007	2007-2009
Main / key objectives	To support organised groups of the disadvantaged population and producer associations in the sustainable use of their development potentials; promoting equitable development of men and women. To contribute to the preservation of natural resources and the reduction of environmental overload.	To significantly contribute to reducing poverty and socio-economic inequalities. To support low-income population in the rural Andean region, so that they can make a better use of existing opportunities, defend their own democratic interests and demand their rights. Pro poor growth strategy, which also supports the access to and the sustainable management of natural resources.	To have a closure that is responsible, creative, it has to multiply the successful effects and have the highest levels of impact in terms of sustainability. Systematization of experiences (as part of knowledge management) seek to adequately transfer good practices to counterparts.
Theory of change	Surrounded by a marked political instability and in the middle of a complex socio-economic crisis, SDC can contribute to the empowerment of the most disadvantaged population in the country by improving local capacities through: the provision vocational training programs, support to small industry and agriculture, and by fostering the protection and sustainable use of their natural resources, allowing this disadvantaged population to become an agent of agent in their own development process.	In a context of marked socio-economic inequalities, SDC aims to promote empowerment of the vulnerable population - especially of indigenous communities - through the strengthening of organizational and economic capacities, and by supporting the promotion of equity between men and women, thus allowing access to resources and social services and enabling their participation in decision-making spaces, making a 'bottom-up' contribution to a better governance and to the fight against corruption.	In order to conduct a responsible exit of the country and to deliver the highest amount of benefits to the meta group, SDC finishes the co-financed projects in close coordination with the local beneficiaries, counterparts, and implementing organizations, placing efforts to multiply the effects of the Swiss cooperation and to assure the sustainability of the achieved results in the different thematic sectors.
Thematic focus	Agriculture, irrigation, forestry and environment, promotion and support to industry and vocational training.	Income and employment, decentralization and local development, environmental management	The selection of topics was difficult because SDC has been involved in more than 20 issues, but the selected topics were: agriculture and rural development, irrigation, environment, microfinance, governance and vocational training.
Cross cutting themes / strategic principles	Empowerment, decentralization, gender, environmental protection, human and organisational development, improvement of institutional capacities	Empowerment, gender, institutional strengthening, improvement of institutional capacities	Empowerment, good governance and work with national institutions at micro-, meso- and macro level, gender
Main implementation modalities / methods / instruments	Bilateral cooperation, humanitarian aid	Bilateral cooperation, humanitarian aid	
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)</i>			
Implementing organizations (SDC itself / consulting / NGO)	Executing agencies from SDC: INTERCOOPERATION, SWISSCONTACT, SOFONIAS (with their own offices in Quito), PROJEKT-CONSULT, CIP y CIAT. Close work with producer organisations, local NGOs and technical advisors specialised in project planning and implementation. The participating organisations are represented in a "steering committee".	Swiss ONGs: Swisscontact, whose main topic is supporting enterprises and micro-finances; Swissaid, working in rural development, Swiss Red Cross, in the health area, and Terre des Hommes Lausana (in Ecuador, Fundación Niñez y Vida), working with children living at the streets; Intercooperation, working to protect with natural resources.	
Main partner organizations	Cooperation with national public institutions is becoming increasingly difficult, due staff reductions and capital losses, as well as increasing budget cuts.	While maintaining the broad spectrum of national and international counterpart organizations, with some emphasis on Ecuadorian NGOs, the aim is to involve state institutions more as allies of civil society actors in projects and programs, as well as to support them in their initiatives.	
Key beneficiaries			
Geographical/regional focus	Central Andean Region	Central and South Andean Region	
Total budget *)	74'041.000 CFH (Rendición de Cuentas de 40 Años, 2009)		
Relevant context factors (Switzerland/SDC)			
Relevant context factors (country)	Large losses as a result of El Niño, marked social disparities, lack of legal certainty, high inequality of opportunities and increasing destruction of natural resources and the environment. Continuing budget deficits exacerbated by high debt and an inefficient tax system. Political, social and economic crisis that erupted in 1999 with the banking crisis and the official dollarization of the country at the beginning of 2000, which brought with it a migratory exodus and accelerated impoverishment. The indigenous movement and civil society organisations play a decisive role throughout the social crisis.	After the crisis of 1999, the country starts showing signs of improvement, although the poverty rates and socio-economic inequality remain at very high levels. One key element for recovery is the resources being sent to the country by migrants. The crisis has eroded the already weak credibility of public institutions, and the country is highly fragmented. State capacities and services still do not recover from the liberalization decades (80's and 90') and are therefore insufficient to respond to the population's needs. National economy is highly dependent on extractive and primary industries, neglecting productive investment in agriculture and the small and medium enterprises.	After several years of political and economic crisis, popular and citizens movements gained space in politics, a process that reached the highest point with the triumph of Rafael Correa in 2006 in the presidential elections. During his government in 2007, the government redefined several topics regarding its external policy, and elaborated its National Development Plan, and in 2008, the SECI (Sistema Ecuatoriano de Cooperación Internacional) was created. This entity allowed to structure and coordinate all kind of cooperation structures and sources.
Important hints / comments			

[illegible]

Timeline Honduras			
	Swiss Cooperation Strategy in Central America 2013-2017	Swiss Cooperation Strategy in Central America 2019-2021	Cooperation Programme for Central America, Exit Programme 2022-2024
Main / key objectives	Overall objective: Swiss Cooperation contributes to poverty reduction and promotes an equitable and sustainable development.	Development Goal 2019-2021: Switzerland promotes sustainable and equitable development in Central America by contributing to strengthen governance processes and human rights, mitigating conflicts and climate risks, and advancing the social and economic inclusion of vulnerable groups.	With its 2022-2024 regional cooperation programme, Switzerland will a) implement the gradual and responsible withdrawal of Switzerland's bilateral development cooperation with Central America in line with Switzerland's International Cooperation Strategy Guidelines and b) Foster sustainable and equitable development in Central America by strengthening participatory governance and human rights, the socio-economic inclusion of vulnerable and excluded groups, sustainable natural resource management, and disaster risk reduction in priority territories. Global Goal 2022-2024: Switzerland fosters sustainable and equitable development in Central America by strengthening participatory governance and human rights, socio-economic inclusion of vulnerable and excluded groups, sustainable management of natural resources, and climate and disaster resilience in priority territories.
Theory of change	Inclusive economic development Outcome 1.1: Disadvantaged groups have improved their income through participation in value chain and local economic development in a sustainable manner. Impact Hypothesis: Strengthening value chains and local economic development with a proper focus promotes the employability of disadvantaged groups and the creation of decent work. Outcome 2: Micro and small enterprises have benefited from improved framework conditions for inclusive economic development. Impact Hypothesis: Strengthening private organizations in selected value chains in policy work enables them to better engage in policy dialogue and improve framework conditions. Sustainable state framework promoting inclusive governance Outcome 1.1: Violent and crime in three selected large urban municipalities are reduced. Outcome 1.2: The performance of the police in investigating homicides and serious HR violations and referring them to the Public Prosecutor has improved. Impact Hypothesis: The strengthening and reforming of security institutions reduce the homicide and crime rates and the number of HR violations. The state helps promoting a culture of prevention and more peaceful coexistence. Reforms in the normative and legal framework (e.g. new law for the national police) are an effective implementation provide a good basis to better enforcement of the law. Outcome 2: State institutions are more responsive and effective in meeting peoples' needs for basic services. Impact Hypothesis: Strengthening investment management leads to improved response capacity regarding the population's needs. Citizens' participation in planning and implementation leads to more transparent and sustainable investments and service delivery. Environmental vulnerability and climate change Outcome 1: People in situations of vulnerability have adapted their land, forest and water use practices to the effects of climate change in selected territories. Impact Hypothesis: Effective strategies promoted by SDC are progressively incorporated into national and local plans and implemented. Strategic priorities provided by SDC facilitate the implementation of national and sectoral development plans. Outcome 2: Public and private actors have managed resources for disaster risk reduction and climate change adaptation in an effective manner. Impact Hypothesis: Managing resources for disaster risk reduction and climate change adaptation in an effective manner provides inputs and sets examples to further develop regional, national and local strategies. Countries contribute to the implementation of regional strategies and make contributions via good practices on the issues of DRR and CC.	Governance and the Rule of Law Outcome 1.1: Security operations apply an effective system based on institutional integrity, improve their coordination with justice operators and contribute to a reduction in impunity at the national level and in Region 13 (Gulf of Fonseca) and Region 10 (La Mosquitia). Impact Hypothesis: SDC supports the development of the National Police, strengthening institutional integrity and security response based on the community model and respect for human rights. SDC contributes to the systemic construction of the chain of justice (Police, Prosecutor, Judicial Branch), focusing on the Gulf of Fonseca and La Mosquitia regions. The systemic work includes social prevention at the regional and municipal levels through the development and implementation of Local Security Plans. SDC contributes to and coordinates the CHCHR and MACCH by strengthening their mandates and the construction of a system to combat corruption, impunity and HR violations. Outcome 1.2: Human rights defenders freely advocate and defend the rights of freedom of expression, access to information, access to natural resources, and access to justice before the State and private companies at the national level and in Region 13 (Gulf of Fonseca) and Region 10 (La Mosquitia). Impact Hypothesis: SDC promotes and supports the empowerment and development of civil society organizations and networks with a common approach and the construction of sustained and inclusive dialogue at the national and territorial levels. The territorial-national approach allows it to link up with international and regional systems (OHCHR, MACCH), as well as build capacities and processes at a territorial level. In addition, SDC promotes dialogue among donors, state agencies, CHCHR and civil society (G-16: formal and semi-formal alliances). Employment and inclusive economic development Outcome 2.1: Vulnerable groups improve their income and employment and become integrated in sustainable and inclusive economic processes in which economic, social and cultural rights are respected. Impact Hypothesis: SDC contributes to the government's giving priority to vulnerable groups in the Gulf of Fonseca and La Mosquitia regions. Incentives and mechanisms are created so that public and private stakeholders address the causes of conflicts and territorial fragilities from the angle of territorial socio-economic inclusion. SDC supports the government in strengthening territorial governance and regulating public-private investment. This facilitates changes in the economic model, at least in the territories of the southern zone and La Mosquitia, by making it more transparent and inclusive. SDC strengthens the enforcement of ILO Convention 169. Outcome 2.2: Public and private stakeholders integrate youth into the labour force, enhance their competitive capacity, and promote changes in the framework conditions at the national and territorial levels (policy, regulations and incentives). Impact Hypothesis: SDC helps the government and territorial public and private stakeholders seek joint solutions that are adapted to the reality of farm families and address the causes of conflicts such as lack of access to land or water, gender- or ethnicity-based exclusion, lack of governance, and lack of technical and financial services. This contributes to Honduras generating more decent jobs that respect international standards and help mitigate the causes of migration. Climate Change, DRR and natural resources Outcome 3.1: Vulnerable and excluded populations, particularly women and youth, adopt sustainable practices of water, soil and forest management in selected territories. Impact Hypothesis: SDC supports rural and semi-rural families and private companies in the use of technologies and works that improve both their standards of living and the sustainable use of natural resources. SDC facilitates the incorporation of DRR and CCA in the value chains. Switzerland contributes to the strengthening and enforcement of the legal frameworks (including ILO Convention 169) in water, forests and soil favoring vulnerable groups. Outcome 3.2: Public, social and private stakeholders reduce disaster risk and manage natural resources and resource-related conflicts through the strengthening of territorial governance. Impact Hypothesis: SDC facilitates the coordination and application of legal frameworks/international agreements through the selected countries, which are spaces for convergence among community, private, donor, and public sectors to address the main causes of environmental vulnerability and conflicts in compliance with ILO Convention 169 governance and capacity building.	Governance and the Rule of Law Expected Impact: Strengthen the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights. Outcome Honduras 1.1: Security agencies in the Gulf of Fonseca, La Mosquitia and nationwide implement a management system based on institutional integrity, improve coordination with justice operators and reduce impunity. Outcome Honduras 1.2: Human rights defenders advocate freely and in a coordinated manner for access to information, freedom of expression, the right to natural resources and access to justice before the State and private companies at the national level, in the Gulf of Fonseca and Mosquitia regions. Employment and inclusive economic development Expected Impact: Insert vulnerable and excluded groups in territorial economic development with shared governance and respecting economic, social and cultural rights. Outcome Honduras 2.1: Vulnerable groups implement business models with stable commercial relationships that allow them to improve their income and employment, integrating into sustainable and inclusive economic processes. Outcome Honduras 2.2: Strengthened business environment through multi-stakeholder platforms and multi-sectoral roundtables, so that public and private actors carry out economic activities that integrate young people and women into the labour market, improve their competitive capacities and promote changes in the framework conditions at the national and territorial level (policies, regulations, incentives). Climate change, DRR and natural resources Expected Impact: Contribute to resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources. Common Outcome IHON and MIO 3.1: Population in situation of vulnerability and exclusion, particularly women and youth, adopt sustainable water, soil and forest management practices in selected territories. Common Outcome Honduras and Nicaragua 3.2: Public, community and private actors reduce disaster risks, manage natural resources and associated conflicts, by strengthening territorial governance (water in Honduras) and developing their capacities.
Thematic focus	1) Inclusive economic development: Domain goal: To enhance inclusive economic development focusing on employment and income. 2) Reducing state fragility and promoting inclusive governance: Domain goal: To contribute to reduced state fragility and more inclusive governance. 3) Environmental vulnerability and climate change: Domain goal: To reduce the environmental vulnerability and to strengthen the resilience among poor populations to the effects of climate change and other natural hazards.	1) Governance and Rule of Law: Impact Goal: Switzerland contributes to strengthening the Rule of Law and advances the economic, social, political, civil and cultural rights of vulnerable groups, particularly of women and youth who are threatened by violence, as well as ethnic and racial minorities. 2) Employment and inclusive economic development: Impact Goal: Switzerland promotes the economic inclusion of disadvantaged groups and regions by strengthening value chains and fostering employment and income through inclusive governance processes. 3) Climate change, DRR and natural resources: Impact Goal: Switzerland contributes to strengthening vulnerable groups' resilience to the risks associated with climate change and other natural threats, fosters the sustainable management of natural resources and facilitates the resolution of resource-related conflicts.	1. Governance and the rule of law. Expected impact: Switzerland contributes to strengthening the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights. 2. Employment and inclusive economic development. Expected impact: Switzerland contributes to the strengthening of multi-stakeholder governance and multi-actor roundtables, leading processes that articulate actions that facilitate territorial economic development under shared governance respecting economic, social and cultural rights and the socio-economic inclusion of vulnerable and excluded groups. 3. Climate change, DRR and natural resources. Expected impact: Vulnerable populations increase their resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources. In Honduras, Swiss Cooperation will help consolidate the rule of law, strengthening the coordinated participation of civil society organizations, in particular in social auditing and accountability with a human rights focus. It will strengthen the institutional governance of the public force with a rights and gender equality focus, and continue to support providers in the justice chain, in social audits 10, particularly in the Gulf of Fonseca region and La Mosquitia with the aim of institutionalising the coordinated approach.
Cross-cutting themes / strategic principles	Cross-cutting themes: Gender Governance In addition to reinforcing the regional and policy dialogue profile of the program, the Strategy 2019-2021 emphasizes the following themes and processes: - Promote an agenda of inclusion - Strengthen cooperation with the private sector - Connect urban and rural spaces - Mitigate negative effects of migration - From water and sanitation to integrated water management - Promote culture and memory as a driving force for change	Cross-cutting themes: Inclusive governance Gender equity In addition to reinforcing the regional and policy dialogue profile of the program, the Strategy 2019-2021 emphasizes the following themes and processes: - Promote an agenda of inclusion - Strengthen cooperation with the private sector - Connect urban and rural spaces - Mitigate negative effects of migration - From water and sanitation to integrated water management - Promote culture and memory as a driving force for change	Transversal themes: Inclusive governance Disaster risk reduction Gender equality Phasing-out: closure because targets have been or cannot be achieved. Phasing-down: gradually winding down a programme's activities, giving priority to strengthening local organisations in order to sustain benefits. Phasing-over: transferring some activities to another organisation for it to achieve its objectives and reinforce sustainability.
Main implementation modalities / methods / instruments	The strategy will continue using a balanced mix of modalities and partners. However, for reasons of scaling-up, mitigating political risks, improving policy impact, building sustainable capacities and reducing management burden the following will be envisaged: <ul style="list-style-type: none">- Increase the currently low proportion of contributions to local governments and Civil Society organizations- Increase contributions to UN-institutions and specialized organizations with thematic mandates. Likewise, co-financing with IFIs will be increased as a means for scaling-up and because of their policy leverage.- Decrease direct implementation from currently 40% of the total portfolio to a maximum of 20%.- Use country systems where possible, particularly at the local level- Maximize the possible to engage at micro, institutional and policy levels, but relate national policy work more explicitly to regional and global levels (e.g. climate change)- Proactively seek opportunities for PPOs in all domains and preferably integrated in programs rather than design them as separate projects.- Concentrate civil society support on capacity building Given the new donor landscape with fewer bilaterals, stronger alliances will be sought with UN, World Bank and selectively with UN organizations where there is convergence between their core mandates and Swiss priorities. Collaborations with the global programs of climate change and water will be strengthened via the respective networks and through direct collaboration with the Andean program. Collaboration with SECO would include bilateral interventions (economic development, public financial and social services) with presence in Central America. Regarding violence prevention and human rights, knowledge sharing with the Human Security Division will be sought.	Approaches: Territorial concentration Out of fragility Psychosocial approach Communication for empowerment Risk reduction and climate adaptation Modalities: Whole of Government approach Contributions and mandates Consolidation of initiatives/South-South cooperation Combine technical with political	Approaches: Territorial concentration Out of fragility Psychosocial approach Modalities: Integrated WCCA work
Details on Humanitarian Support (only for differentiation purposes, not the focus of this study)	The humanitarian aid will continue its presence in the Maragua Office, maintaining its quick response capacity for crisis situations.	Mitigate negative effects of migration: increasingly more Central Americans are migrating - mainly to the United States - to seek employment and escape violence. Many migrants are adolescents and children who are exposed to sexual abuse and exploitation of kind. Swiss Humanitarian aid contributes to the protection of migrant children and adolescents with financial grants and human resources (secondments) to the United Nations and civil society organizations in line with the Regional Protection and Solutions Framework. To prevent and mitigate the humanitarian consequences of migration in a cross-cutting manner, young people at risk and young women are considered as a target group in all the programs. In terms of budget: 11.8% of Swiss support in the period of the strategy are for Humanitarian aid.	Beyond 2024, Switzerland's priorities in the region will focus on humanitarian aid, peace, security, human rights, prosperity and sustainability as set out in the 2022-2024 Strategy for the Americas. Swiss humanitarian aid will remain in Central America beyond 2024, based on its universal mandate.
Implementing organizations (SDC itself / consulting / NGO)		Contributions and mandates: the portfolio is executed with a mix of modalities, including contributions to public and private institutions and cooperation mandates that are awarded through international tenders.	Swiss Cooperation is using a pragmatic mix of contributions and mandates, and making greater use of contributions to facilitate the handover to other development agencies or, better still, to its projects to regional or multilateral entities.
Main partner organizations	Domain 1: ministries of agriculture and industry, IADB, the World Bank, private sector (e.g. MSME and producer associations), and national as well as international NGOs. Domain 2: national and international NGOs, UNDP, ministries of finance, sectoral institutions, mayor's office, security institutions and human rights organizations. Domain 3: United Nations System (UNDP, FAO), governmental institutions (disaster prevention, agriculture, energy, natural resources), local governments, national and international NGOs, universities, development banks (WB, IADB), regional research and innovation centres, private sector.	Work with multiple stakeholders: SDC cooperates with a variety of partners including the State, civil society, the private sector and universities. In Honduras, the multi-stakeholder approach is well established. Forge alliances with multilateral actors: SDC consolidates cooperation with multilateral players to enhance successful Swiss experiences, leverage funds, and scale up effects. Along with the development banks, institutions of the UN and OAS are becoming increasingly important in Central America. In prioritized areas of its strategy, Switzerland contributes to international efforts in support of reforms led by national authorities and promotes decisions, based on the principles of Rule of Law and respect for human rights. Regional actors: at the regional level, SDC cooperates with public and private institutions, including civil society networks. The dialogue is maintained with the SICA through its sectoral institutions such as CEPREDENAC, OSUACA, SE-CAIC (Executive Secretariat of the Central American Agriculture and Livestock Council) and CCAD (Central American Commission of the Environment and Development). Public-private partnerships: SDC explores opportunities to strengthen cooperation with the private sector in line with the Swiss Policy for International Cooperation 2017-2020. Private-public partnerships include all thematic pillars and are not limited to the domain of employment and inclusive economic development. Include the perspective of Global Programs: the Cooperation Office reinforces the dialogue with SDC's Global Programs on issues of climate change, water and migration, especially in the regional components of the Strategy. The bilateral programs take into account global trends, policies and the knowledge produced by global networks.	Swiss Cooperation is consolidating the multi-actor approach . It continues to promote forums for coordination in Honduras. In Nicaragua, it is consolidating direct partnerships with the private sector and coordinates with other donors, in particular the European Union. In the spirit of the Sustainable Development Goals (SDG 17), Swiss Cooperation creates alliances with international partners and multilateral agencies. At regional level, Swiss Cooperation bases with regional public and private institutions, including civil society networks and think tanks (CAIEP) and the Economic Commission for Latin America and the Caribbean (ECLAC). It also works with the Central American Integration System (SICA), through its agencies, in particular the Coordinator Centre for Disaster Prevention in Central America (CCPREDENAC), the Central American Council of Finance Ministers (COSEFIN) and the Central American Commission for Environment and Development (CCAD). It aims to strengthen the Inter-American Human Rights System and contribute to the work of the Office of the United Nations High Commissioner for Human Rights (OHCHR). A public-private partnerships . Swiss Cooperation is consolidating and evaluating options for scaling up with the private sector, with the Inter-American Development Bank (IDB), the United Nations Industrial Development Organization (UNIDO) and the Centre of Excellence for Private Sector Engagement (KEP). SDC Global Programmes . Cooperation with these programmes is being strengthened to include their perspective particularly on the issues of climate change, food security and migration, and especially cooperation with the global Water programme and the re4U, aimed at capitalising on and disseminating SDC's expertise in water and sanitation and integrated water and sanitation management in the region.
Key beneficiaries	Poor, disadvantaged groups (e.g. women, youth), businesses, municipal governments, state institutions	Poor, excluded, vulnerable groups, especially women, adolescents, migrants, indigenous people and Afro-descendants, smallholder families with limited access to natural resources (land, water, forest, among others), infrastructure, credit, and those highly vulnerable to disasters, climate change and environmental degradation, Grassroot leaders and HR defenders, LGBTI, persons living with HIV/AIDS, persons with special needs	Poor, excluded, vulnerable groups, especially women, adolescents, migrants, indigenous people and Afro-descendants, smallholder families with limited access to natural resources (land, water, forest, among others), infrastructure, credit, and those highly vulnerable to disasters, climate change and environmental degradation, Grassroot leaders and HR defenders, LGBTI, persons living with HIV/AIDS, persons with special needs
Geographical/regional focus	The Central America strategy 2013-17 will comprise a mix of geographically defined programs (context sensitive interventions) and thematically defined - national or regional programs. Within countries, greater geographic concentration will be sought by clustering interventions in selected territories or sub-regions.	Mosquitia region and the Gulf of Fonseca	Mosquitia region and the Gulf of Fonseca
Total budget *)	Note H20_T20: No country-level budget is included in the strategy. Between 2013-2017, Swiss cooperation (i.e. SDC including Humanitarian Aid and some SECO support) will commit >200 Million Swiss Francs (191 CHF Regional & bilateral funds, 12.2 Mio CHF Humanitarian Aid) and disburse annually about 40 Million of which the bulk of funding goes to programs and projects in Nicaragua and Honduras. Up to 10% of funding will be used for supporting regional initiatives focused on cross-country learning, policy development and innovation.	Honduras: 64.6 Mio CHF in bilateral projects plus around 10 Mio CHF in regional projects.	The Swiss Cooperation Programme in Central America 2022-2024 will be implemented with a budget of CHF 58.8 million. The resources come from South Cooperation and Humanitarian Aid. In Honduras: 15.3 Mio CHF in 2022, 10.4 Mio CHF in 2023, 3.1 Mio CHF in 2024.
Relevant context factors (Switzerland/SDC)	The Swiss cooperation strategy 2007-2012 was designed as a joint SDC-SECO strategy. Half way, SECO programs in economic development and public finance were reduced as a consequence of the parliamentary 2008-2012 that no longer included Nicaragua as a SECO priority country and because governance conditions in Nicaragua led to the discontinuation of the general budget support. The strategy requires new thematic competencies in the areas of <i>disaster security</i> , human rights, conflict prevention and climate change. The presence will be strengthened in Honduras to ensure context-sensitive supervision of geographically defined programs and to ensure stronger engagement in policy dialogue and donor coordination. Moreover, security management, particularly in Honduras, will receive greater attention, for example by periodically reviewing and updating local security plans. The current thematic organization of staff will change to a more geographic distribution of responsibilities, particularly for those themes that are particularly context-specific and politically sensitive, such as security or governance. As a consequence, the capacity of the office in Honduras will be enhanced, whereas operational staffing in Nicaragua will remain constant despite important increases in financial value.	Swiss civil society has also shown a long and solid commitment with Central America. Small and large private organizations support rural development, advance health and education, and promote human rights. The role of these institutions is critical for both their presence on the ground and their advocacy work in Switzerland. Switzerland maintains contacts with all the key actors in the region. This includes dialogue with the United States, which plays a dominant role both in the political and the economic spheres of the region. Switzerland is associated with the Joint Programming process of the European Union in Nicaragua and Honduras and is in tune with European donors. With the emergence of new aid programs from the South (Venezuela, Brazil, Colombia, Mexico, Chile and Argentina), from Asia (South Korea, Taiwan and Iran) as well as Russia, the bilateral panorama is more heterogeneous and makes donor coordination more complex. To expand its network of contacts and diversify its alliances, Switzerland seeks to establish a dialogue with emerging donors. Whenever appropriate, work lines are established, for example in the framework of bilateral cooperation.	Phasing out of Swiss South Cooperation
Relevant context factors (country)	Honduras will have elections in 2013. In the past, the change of government led to a large staff turn-over resulting in a loss of institutional capacity and continuity. Honduras remains a "fragile state" with high levels of conflictivity, sluggish investment and growth affected by the poor "country image" and high security costs, limited social progress and a generalized distrust of the people in state institutions. The development cooperation context has changed over the last years: - The poverty reduction strategies that provided a framework for aligning cooperation to country efforts ceased to exist and were replaced by a multitude of national, sectoral and local plans creating a more complex framework to anchor aid programs. - Many bilateral like-minded donors left (Norwegian countries, Ireland, Great Britain), mainly because of shifting geographic priorities to the poorest regions of the world. The main bilaterals are USA, EU, Germany, Canada, Spain, Japan and Switzerland. - New "donors" like Venezuela in Nicaragua, or Brazil and Taiwan in both Honduras and Nicaragua play a larger but quite different role. In Nicaragua, Venezuela's assistance is valued at about 500 million USD, which equals the total official ODA. - The relative importance of multilateral institutions - in particular the World Bank, IDB and the Central American Bank (CABE), but also the UN organizations - increased. About 2/3 of assistance co-comes from the multilaterals. The multilaterals set the tone, whereas the coordination of the bilaterals leaves room for improvement. - Aid dependency persists but has declined. Traditional aid to Nicaragua and Honduras amounts to USD 500 Million in Nicaragua and USD 750 Million in Honduras, representing 3% and 20% of the respective national budgets. - Donor strategies continue aiming at poverty reduction. Focusing on economics and MDGs. However, human security and climate change have become more important. - Donor coordination has weakened in Nicaragua, whereas the so-called G-16 in Honduras continues to be effective at both the political and operational levels. - Civil society organizations receive less support as a result of the declining presence of bilaterals.	In Honduras, where socio-economic and political conflicts are constant, building stable institutions and including vulnerable groups in realization processes are key challenges. The action of SDC is guided by the main principles of the OECD for work in fragile states. The psychosocial approach is inserted into the programs in order to address the structural causes of the culture of violence and its traumatic effects. Political dialogue at the national level is combined with territorial programs in two areas of concentration: the Gulf of Fonseca and La Mosquitia. The most probable scenario for 2019-2021, is a State with a fragile Rule of Law, with high insecurity and constant violations of human rights. However, public and private institutions are undertaking reforms with the support of international organizations, international cooperation and civil society.	During the implementation of the 2018-2021 Strategy, it became clear that Swiss Cooperation had to adapt to the changes arising from the conflict in Nicaragua and the COVID-19 pandemic.
Important hints / comments	Switzerland ranks in the middle field of the remaining bilateral donors and is big and competent enough to make a difference. However, alliance building and effective coordination became more challenging and the importance of dialog and cooperation with multilaterals increased because of their financial capacity and policy leverage. Note H20_T20: This seems to be a strategy where lessons learned led to quite a number of changes. Out of at least it was documented in way that is different to other strategies.	In Honduras, SDC is among the five most important donors. The relevance of Switzerland lies not only in constant funding but also in its impartial positions and an agenda based on human rights' and values: the inclusion of the vulnerable and poor, equality between women and men, human rights and democratic governance have been promoted consistently over four decades. In financial terms, the importance of bilateral donors has diminished in Central America. Most of the financing for basic infrastructure comes from development banks, led by the Inter-American Development Bank (IDB), the World Bank and the Central American Bank for Economic Integration (CABE). In partnership with multilaterals, bilateral donors continue to play a key role in public policy dialogue and as process catalysts in the field of human rights, climate change adaptation and disaster risk reduction. The Office of the United Nations High Commissioner for Human Rights (OHCHR), established in 2015 in Honduras, emerged from a joint initiative of Switzerland and the United States.	Switzerland has two embassies in Central America, one in San Jose and one in Guatemala City, and two cooperation offices, one in Managua and one in Tegucigalpa. The exit process will culminate in the closure of the cooperation offices in Nicaragua and Honduras and the opening of honorary consulates. While cooperation in Switzerland's priority in bilateral relations with the OAS countries (El Salvador, Guatemala, Honduras and Nicaragua), it is increasing economic exchanges, starting from relatively modest amounts. Beyond 2024, Switzerland's priorities in the region will focus on humanitarian aid, peace, security, human rights, prosperity and sustainability as set out in the 2022-2024 Strategy for the Americas. Swiss Humanitarian Aid will remain in Central America beyond 2024, based on its universal mandate. The distribution of responsibilities established in the 2018-2021 regional programme strategy is maintained for monitoring the regional programme: the Managua office will assume the leadership of the regional programme Climate Change, Disaster Risk Reduction and Natural Resources, while the Tegucigalpa office will be responsible for the regional Governance and Human Rights programme. The Humanitarian Aid representative in Managua will assume regional responsibility for all Humanitarian Aid interventions in the region in coordination and with the support of the office in Tegucigalpa as appropriate.

	Elements of a DDA Program in Honduras (Elements d'un programme de la DDA au Honduras) 1982-1985 (?)	DEH's Development cooperation program with Honduras 1986 - 1992 (?)	Multianual Regional Program Central America for 1993 - 1998	Regional Program Central America 1999 - 2005 Joint strategy from SDC and SECO
Main / key objectives			<p>The main objective of development cooperation in Central America remains the better satisfaction of the basic needs of the disadvantaged sections of the population.</p> <p>The prerequisite for this is that the potential beneficiaries have a minimum development potential of their own and are enabled by the aid to advance their development in the longer term by their own efforts.</p> <p>The central concern of DEH is the best possible development of people in their natural, cultural and social environment.</p>	<p>The primary objective of Swiss development cooperation in Central America remains the satisfaction of the basic needs of disadvantaged sections of the population.</p>
Theory of change				
Thematic focus	In Nicaragua, immediately after the end of the civil war (July 1979), DEH became involved with a reconstruction project in the form of direct state aid. It was later transformed into cooperative support (indirect aid). In addition, there was a drinking water project and (1983) also a DRI with financial aid. Through its program credits to Swiss NGOs, DEH also supports various small projects in Nicaragua.		<p>1) Agriculture / rural development: The support of the rural population mainly in their productive activities will also be a main area of cooperation with Central America in the coming years.</p> <p>2) Drinking water and sanitation: The drinking water sector is important in two ways: first, to improve health and prevent waterborne diseases and epidemics (e.g. cholera), but also, from a broader perspective, as a starting point for education and strengthening the organization and management of communities, where women often play the leading role. DEH has a recognized name in this sector in Central America, thanks to the positive results of the corresponding projects in Honduras and Nicaragua, and is an active member in national bodies for the water sector in both countries.</p> <p>3) Environment and use of natural resources: Recognition of the need to protect and sustainably use natural resources is also becoming increasingly important in Central America. DEH should also take this into account in the future.</p> <p>4) Business promotion and vocational training: The economic crisis and the resulting structural adjustments in the Central American economies have forced large numbers of wage earners out of the "normal" sectors of the labour market. Sectors of the labour economy, environmental degradation, growing population pressure and violent conflicts are forcing rural residents en masse into urban agglomerations, where there is no additional absorption of workers in the formal sectors of the private economy or in state administration. For the commercial and small-scale industrial sectors, therefore, the DEH Central America program is embarking on further sectoral opening</p>	<p>1) Agricultural production: overall objective: to contribute to a transformation of smallholder subsistence agriculture towards market-oriented and ecologically sustainable agriculture.</p> <p>2) Water and sanitation (=AGUASAN): Overall objective: To contribute to the acceleration of a comprehensive supply of water and sanitation in rural areas that remains sustainable and functional in the long term (approx. 20 years).</p> <p>3) SME promotion: Overall objective: To promote the competitiveness of small and medium-sized enterprises (SMEs) and producers.</p> <p>4) <i>Economic policy framework, trade and investment promotion (SECO)</i></p> <p>5) <i>Humanitarian reconstruction assistance</i></p>
Cross cutting themes / strategic principles			<p>General guidelines</p> <p>Economic and government self-reliance</p> <p>Supporting the poor</p> <p>Supporting the management of environmental problems</p> <p>Improvement of production conditions</p> <p>Health and education</p> <p>Transversal guiding principles</p> <p>Empowerment</p> <p>Training</p> <p>Environment</p> <p>Networking</p> <p>Sustainability</p>	<p>Guiding principles:</p> <p>Promotion of potential</p> <p>Good governance</p> <p>Direct poverty alleviation</p> <p>Transversal:</p> <p>Gender</p> <p>Environmental sustainability</p> <p>Human and Institutional Development (HID)</p>
Main implementation modalities / methods / instruments			<p>Delegation of project implementation to Swiss and multilateral third-party institutions (government contracts, co-financing).</p> <p>Measures in the economic sector should complement the DEH program in a meaningful way, for which coordination with the BAWI is actively promoted within the Swiss federal administration. For Honduras, considerable funds for counterpart funds (SFR: 10 -15 million) are expected from the debt relief action, which must be used coherently with the regional program.</p> <p>Through its program contributions, DEH supports the activities of Swiss NGOs, which in many cases complement its own program at a grassroots level work.</p>	<p>Technical development cooperation</p> <p>Development fund "Chiricote" in Nicaragua (available balance: approx. CHF 1 million) and the counterpart fund in the electricity sector in Nicaragua (available balance: approx. CHF 4 million).</p> <p>(Economic and Trade Measures + Humanitarian Aid and SKH)</p>
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>			<p>Humanitarian cooperation in favor of Central America has been channeled primarily through specialized international organizations and Swiss private organizations. To date, this aid has been provided on an ad hoc basis, mostly following natural events (hurricanes Fifi and Joan, floods and droughts). In the last two years, several million SFR have been spent by HZA, through UNHCR/ACNUR and UNDP, in the framework of CIRECA (Conférence Internationale sobre Refugiados en Centroamérica) for the resettlement of war displaced persons. The Swiss Disaster Relief Corps (SDRC) also provided emergency and reconstruction assistance in the region in the aftermath of earthquakes and floods.</p> <p>As before, a bilateral approach is chosen for emergency aid (such as disaster relief in some cases), and either bilateral (Swiss relief organizations) or multilateral executing agencies are chosen for other measures of a humanitarian nature.</p>	<p>Review: In the 1990s, humanitarian aid focused on the resettlement of people displaced by civil wars in Guatemala and El Salvador. In addition, there are support measures in the area of disaster prevention (volcanology). Considerable disaster aid was provided in response to the devastation caused by Hurricane Mitch, and a temporary multi-million reconstruction program was launched at the beginning of 1999.</p>
Implementing organizations (SDC itself / consulting / NGO)			<p>In the current program in Central America, DEH itself is in charge of the implementation of the majority of projects. In the future, directly supported projects will continue to be an important pillar of DEH's work in this region, thus allowing the direct experience of operational field work to be used for conceptual considerations and policy dialogue at the national and regional levels.</p> <p>On the other hand, the possibility of delegating project implementation to Swiss and multilateral third party institutions (government contracts, co-financing) should be increasingly used. This includes in particular the involvement of Swiss aid organizations, where they show a corresponding potential and interest (e.g. PASOLAC and P-ONG with IC, exhaust emissions with SWISSCONTACT).</p>	<p>In Central America, the SDC generally enters into partnerships with government bodies, non-governmental organizations, and the private sector, and seeks to link them as far as possible. At present, however, there is a certain preponderance of cooperation with the state (cf. Supplement 3). Greater diversification of partner organizations, and thus a broader distribution of risk, is desirable. The choice of partners is based on task-related criteria: State institutions are to be supported in the performance of their core tasks, i.e., primarily at the level of standards and framework conditions, for implementation and execution; however, there is to be increasing cooperation with private organizations. In the spirit of promoting decentralization, the SDC will in future also increasingly enter into partnerships at the interface between the state and civil society, i.e. at the level of municipal authorities.</p> <p>The main thrusts of future program management include: For new projects, outsourcing of project implementation will be sought wherever possible.</p>
Main partner organizations			<p>Mainly government, Ministry of Agriculture, Ministry of Health, Ministry of Planning.</p> <p>Multilateral channels are mainly used to fund regional research projects in the current DEH-Central America program. Some expansion (within budgetary constraints) to various multilateral agencies and development banks may be useful and complementary.</p> <p>The choice of partner institutions presents DEH with a dilemma. On the one hand, concentrating on a few national interlocutors contributes to more intensive relations and to a greater weight of the Swiss contribution; on the other hand, unacceptable risks may arise for the overall program from a too one-sided institutional anchoring. Absorption capacity as well as institutional solidity and conceptual conformity with the DEH mission statement on the part of governmental and private partners are therefore important criteria in the selection of program sponsors.</p>	<p>Water supply & sanitation: Ministerio de Salud, INAA, ANDAMinSal/ONG, INAA/ONG, UNICEF, Network</p> <p>Agricultural production: MinAgr, ONGs, National agricultural research institutes, CIAT, CIMMYT, CIP</p> <p>Natural resources & environment: CATIE, municipalities, ministries, WWF, universities.</p>
Key beneficiaries			<p>The support is aimed in particular at small farmers and, more recently, at the inhabitants of the poor districts in the larger agglomerations, which have grown rapidly in recent years, taking into account the fact that about one third of the heads of families in Central America are women.</p>	<p>The program is aimed particularly at families and small farms in rural areas, as well as at small and medium-sized enterprises (SMEs) in urban areas.</p>
Geographical/regional focus			<p>The widespread settlement of military conflicts in the region in recent years has allowed an increase in trade and cooperation among Central American countries. In view of the increasing formation of political and economic blocs worldwide (NAFTA, MERCOSUR, EC), the need for joint action is gradually spreading among Central American countries as well. Even though the ongoing integration is primarily a political and economic process, which the donor community can only influence to a limited extent, it also opens up new opportunities for intraregional cooperation. Since the framework conditions and problems in the individual countries, despite all their differences, are very similar in many areas, increased cooperation and intensive coordination and exchange of experience are urgently needed. In the future, DEH will therefore concentrate its cooperation on two levels of action:</p> <p>At the regional level, regional activities (e.g. research programs, networks) will fulfil tasks for which capacities are lacking at the national level, where, thanks to synergies between countries, work can be done more efficiently or better results can be achieved. The problems addressed at this level are relevant to several countries in the region.</p> <p>At the national level, DEH will focus on one priority country where a program with a certain critical mass should be achieved, allowing for an active Policy Dialogue. Based on past experience, Nicaragua has been selected as the new focal country, which will require a continuous shift of activities from Honduras to Nicaragua for the next few years. "</p>	<p>Based on the largely positive experience to date and in line with Message 98 on the SDC's framework credit for development cooperation, which provides for a strengthening of regional efforts, the regional concept in Central America will be systematically pursued and expanded. It allows for the cross-country use of synergies. In thematic areas, the regional approach allows the promotion of networking, without claiming to contribute to a systematic regional integration promotion.</p>
Total budget *)			24 Mio CHF for Nicaragua between 1993-1998	19-20 million CHF / year for the region, breakdown by country not available.
Relevant context factors (Switzerland/SDC)	DEH's decision to set up a priority program in Honduras was based primarily on a country-specific justification. When the fall of Somoza brought about a social opening in Nicaragua, DEH involvement there also became possible (in terms of volume, it now accounts for about half of that in Honduras).		<p>Based on past experience, Nicaragua was selected as the new focus country, which will require a continuous shift of activities from Honduras to Nicaragua for the next years. The shift of focus from Honduras to Nicaragua also necessitates a shift in the Coordination Office responsible for operational support of the program. With the arrival of the new coordinator for Central America at the end of May 1993, the previous liaison office (ODG/IC) in Managua will be upgraded to a regional coordination office (COR/AMN), and at the same time the office in Tegucigalpa will be transformed into a liaison office for Honduras (ODE/HON).</p>	<p>The present program takes into account in particular the principles of the SDC's Latin America Strategy (Section Guidelines for Latin America 1995 - 2005) as well as the messages for development cooperation, for economic and trade policy measures and for humanitarian aid of the Swiss Confederation.</p> <p>The main features of the current Central America program can be summarized as follows: SDC is particularly well anchored in Nicaragua and Honduras, thanks in part to a long-standing presence in the agriculture and water supply sectors. The regionalization of programs is progressing steadily (currently 40% regional programs); Nicaragua as a priority country tends to lose weight in volume terms in favor of El Salvador. In sectoral terms, traditional areas of intervention (agriculture, water supply) stand side by side with more recent areas of action (business promotion, promotion of "good governance").</p> <p>Just how delicate development policy work can be in the Central American environment is illustrated by the expulsion of the then SDC coordinator by the President of Nicaragua in December 1987. The cause of the incident was the question of compliance with intergovernmental agreements concerning personnel issues. The clear protest by Switzerland and international donors prompted the Nicaraguan government to commit itself increasingly to compliance with "good governance" principles.</p>
Relevant context factors (country)	Shortly before the Honduran return to civilian rule, the decades-old Somoza dictatorship had been overthrown in Nicaragua (July 79); the second time after Cuba that a heavily U.S.-backed regime had been brought down by a guerrilla movement.		<p>In Nicaragua, domestic political considerations on the Swiss side prevented the growth of the cooperation program beyond the volume achieved in 1985, although the Nicaraguan government expressed great interest and much willingness to further expand the program. The comparatively positive experiences of DEH from its cooperation with Nicaragua in the course of the 1980s (good motivation of counterparts, high degree of respect for contractual agreements; timely announcement of emerging problems; relatively rapid response to inquiries) were due in particular to the specific situation of the internationally contested and partly isolated FSUN government. Even after the 1990 elections, the priorities of the new government in Nicaragua are more in line with those of the DEH than in the case of Honduras. Here, too, however, the reliability of the state apparatus, which is in a restructuring phase, is causing increasing difficulties.</p>	<p>Nicaragua: The great imbalance between the two opponents (Washington's interests vs. the Sandinista regime) had prevented detailed peace negotiations; all that was agreed upon was the dissolution of the Contra and the holding of free elections. In the meantime, the Sandinistas have lost considerable opposition power. Society is likely to remain deeply divided in the coming years. Comparatively unstable and difficult-to-predict political developments must be expected in the coming years.</p>
Important hints / comments		<p>Statement of the Program Committee (excerpt):</p> <p>"The HONDURAS country program must not at the same time serve to establish guidelines for our cooperation with other countries: the relevant passages on Nicaragua and Costa Rica (pages 25 and 26) therefore do not belong in this document."</p>	<p>Note HIC TEAM: The strategy still focuses heavily on individual projects. This project focus diminishes in subsequent regional strategies.</p> <p>Nicaragua becomes the new priority country in the region.</p>	<p>Joint strategy from SDC and SECO</p> <p>In view of the diminishing significance of the focal country principle with increasing regionalization, but also in view of the experience gained with the focal country Nicaragua in 1997/1998 with regard to political risk, the primacy of the focal country in Central America is to be relativized. The previous focus country concept will be expanded to the concept of a core region. It consists of the countries Nicaragua (seat of the coordination office), Honduras and El Salvador. This implies a certain downgrading of Nicaragua's previous priority. Program development to date has shown that it is useful to have a clear definition of the geographic focus for the intended interventions. This definition is derived from a combination of a priority model and a matrix model. The priority model refers first of all to the (financial) size of the programs per country:</p> <p>1st priority, core region: Nicaragua, Honduras and El Salvador.</p> <p>2nd priority, wider catchment area: Guatemala, Costa Rica and Panama.</p> <p>The matrix model refers in advance to the modality of intervention</p>

Timeline Nicaragua

	Swiss Cooperation Strategy for Central America 2007-2012 Joint strategy from SDC and SECO	Swiss Cooperation Strategy in Central America 2013-2017	Swiss Cooperation Strategy in Central America 2018-2021
Main / key objectives	Overall objective: Swiss Cooperation contributes to poverty reduction and promotes an equitable and sustainable development.	Overall objective: Swiss Cooperation contributes to poverty reduction and promotes an equitable and sustainable development.	Development Goal 2015-2021: Switzerland promotes sustainable and equitable development in Central America by contributing to strengthen governance processes and human rights, mitigating conflicts and climate risks, and advancing the social and economic inclusion of vulnerable groups.
Theory of change		Inclusive economic development Outcome 1: Disadvantaged groups have improved their income through participation in value chain and local economic development in a sustainable manner. Impact Hypothesis: Strengthening value chains and local economic development with a pro-poor focus promotes the employability of disadvantaged groups and the creation of decent work. Outcome 2: Micro and small enterprises have benefited from improved framework conditions for inclusive economic development. Impact Hypothesis: Strengthening partner organizations in selected value chains in policy work enables them to better engage in policy dialogue and improve framework conditions. Reducing state fragility and promoting inclusive governance Outcome 1.1: Violence and crime in three selected large urban municipalities are reduced. Outcome 1.2: The performance of the police in investigating homicides and severe HR violations and referring them to the Public Prosecutor has improved. Impact Hypothesis: The strengthening and reforming of security institutions reduces the homicide and crime rates and the number of HR violations. This also helps promoting a culture of prevention and more peaceful coexistence. Reforms in the normative and legal framework (e.g. new law for the national police) and its effective implementation provide a good basis for better enforcement of the law. Outcome 2: State institutions are more responsive and effective in meeting peoples' needs for basic services. Impact Hypothesis: Strengthening investment management leads to improved response capacity regarding the population's needs. Citizens' participation in planning and implementation leads to more transparent and sustainable. Environmental vulnerability and climate change Outcome 1: People in situations of vulnerability have adapted their land, forest and water use practices to the effects of climate change in selected territories. Impact Hypothesis: Effective strategies promoted by SDC are progressively incorporated into national and local plans and implemented. Synergies promoted by SDC facilitate the implementation of national and sectoral development plans. Outcome 2: Public and private actors have managed resources for disaster risk reduction and climate change adaptation in an effective manner. Impact Hypothesis: Managing resources for disaster risk reduction and climate change adaptation in an effective manner provides inputs and sets examples to further develop regional, national and local strategies. Countries contribute to the implementation of regional strategies and make contributions via good practices on the issues of DRR and CC.	Governance and the Rule of Law Outcome 1.1: Security operators apply an effective system based on institutional integrity, improve their coordination with justice operators and contribute to a reduction in impunity at the national level and in Region 13 (Gulf of Fonseca) and Region 10 (La Mosquitia). Impact hypothesis: SDC supports the development of the National Police, strengthening institutional integrity and security response based on the community model and respect for human rights. SDC contributes to the systemic construction of the chain of justice (Police, Prosecutor, Judicial Branch), focusing on the Gulf of Fonseca and La Mosquitia regions. The systemic work includes social prevention at the regional and municipal levels through the development and implementation of Local Security Plans. SDC contributes to and accompanies the OHCHR and MACCIR by strengthening their mandates and the construction of a system to combat corruption, impunity and HR violations. Outcome 1.2: Human rights defenders freely advocate and defend the rights of freedom of expression, access to information, access to natural resources, and access to justice before the State and private enterprises at the national level and in Region 13 (Gulf of Fonseca) and Region 10 (La Mosquitia). Impact hypothesis: SDC promotes and supports the empowerment and development of civil society organizations and networks with a common approach and the construction of sustained and inclusive dialogues at the national and territorial levels. The territorial-national approach allows it to link up with international and regional systems (OHCHR, MACCIR), as well as build capacities and processes at a territorial level. In addition, SDC promotes dialogue among donors, state agencies, OHCHR and civil society (G-16; formal and semi-formal alliances). Employment and inclusive economic development Outcome 2.1: Vulnerable groups improve their income and employment and become integrated in sustainable and inclusive economic processes in which economic, social and cultural rights are respected. Impact hypothesis: SDC contributes to the government's giving priority to vulnerable groups in the Gulf of Fonseca and La Mosquitia regions. Incentives and mechanisms are created so that public and private stakeholders address the causes of conflicts and territorial fragilities from the angle of territorial socio-economic inclusion. SDC supports the government in strengthening territorial governance and regulating public-private investment. This facilitates changes in the economic model, at least in the territories of the southern zone and La Mosquitia, by making it more transparent and inclusive. SDC strengthens the enforcement of ILO Convention 169. Outcome 2.2: Public and private stakeholders integrate youth into the labour force, enhance their competitive capacity, and promote changes in the framework conditions at the national and territorial levels (policy, regulations and incentives). Impact hypothesis: SDC helps the government and territorial public and private stakeholders seek joint solutions that are adapted to the reality of farm families and address the causes of conflicts such as lack of access to land or water, gender- or ethnic-based exclusion, lack of governance, and lack of technical and financial services. This contributes to Honduras generating more decent jobs that respect international standards and help mitigate the causes of migration. Climate Change, DRR and natural resources Outcome 3.1: Vulnerable and excluded populations, particularly women and youth, adopt sustainable practices of water, soil and forest management in selected territories. Impact hypothesis: SDC promotes and supports rural and semi urban families and private companies in the use of technologies and works that improve both their standards of living and the sustainable use of natural resources. SDC facilitates the incorporation of DRR and CCA in the value chains. Switzerland contributes to the strengthening and enforcement of the legal frameworks (including ILO Convention 169) in water, forests and soil favouring vulnerable groups. Outcome 3.2: Public, social and private stakeholders reduce disaster risks and manage natural resources and resource-related conflicts through the strengthening of territorial. Impact hypothesis: SDC facilitates the coordination and application of legal frameworks/International agreements through the watershed councils, which are spaces for convergence among community, private, donor, and public sectors to address the main causes of environmental vulnerability and conflicts in compliance with ILO Convention 169 governance and capacity building.
Thematic focus	1. Development of Micro, Small and Medium Enterprises (MSME): Objective: Swiss Cooperation contributes to the sustainable development of MSME and thereby to income and employment generation, through improved market access emphasizing local, regional and international chains of value addition, mainly of agricultural origin. 2) Governance and Public Finance: Objective: Swiss Cooperation contributes to good governance, particularly with respect public finance management, effectiveness of public spending, transparency and accountability, citizen participation, public control and social audit. 3) Infrastructure and local public basic Services: Objective: Swiss Cooperation enables poorer populations sustainable access to basic public services of good quality.	1) Inclusive economic development: Domain goal: To enhance inclusive economic development focusing on employment and income 2) Reducing state fragility and promoting inclusive governance: Domain goal: To contribute to reduced state fragility and more inclusive governance 3) Environmental vulnerability and climate change: Domain goal: To reduce the environmental vulnerability and to strengthen the resilience among poor populations to the effects of climate change and other natural hazards	1) Governance and Rule of Law: Impact Goal: Switzerland contributes to strengthening the Rule of Law and advances the economic, social, political, civil and cultural rights of vulnerable groups, particularly of women and youth who are threatened by violence, as well as ethnic and cultural minorities. 2) Employment and inclusive economic development: Impact Goal: Switzerland promotes the economic inclusion of disadvantaged groups and regions by strengthening value chains and fostering employment and income through inclusive governance processes. 3) Climate change, DRR and natural resources: Impact Goal: Switzerland contributes to strengthening vulnerable groups' resilience to the risks associated with climate change and other natural threats, fosters the sustainable management of natural resources and facilitates the resolution of resource-related conflicts.
Cross cutting themes / strategic principles	Strategic Dimensions 1. The Poverty Orientation is central and implies alignment with PRS, focus on poorest countries, emphasis on pro-poor policies. 2. All interventions incorporate Gender and Governance as mandatory cross-cutting themes. 3. Strategic principles guide interventions in the framework of the national cooperation systems: ownership, harmonization, alignment, local capacity development, micro-meso-macro linkages. Strategic principles - Ownership, Alignment and Harmonization - Capacity Development - Empowerment - Environmental compatibility - Prevention - Micro-meso-macro Cross-cutting themes Governance Gender	Cross-cutting themes Gender Governance	Cross-cutting themes Inclusive governance Gender equity In addition to reinforcing the regional and policy dialogue profile of the program, the Strategy 2018-2021 emphasizes the following themes and processes: - Promote an agenda of inclusion - Strengthen cooperation with the private sector - Connect urban and rural spaces - Mitigate negative effects of migration - From water and sanitation to integrated water management - Promote culture and memory as a driving force for change
Main implementation modalities / methods / instruments	Capacity development, budget support, SWAP, Joint project-financing (baskets)	The strategy will continue using a balanced mix of modalities and partners. However, for reasons of scaling-up, mitigating political risks, improving policy impact, building sustainable capacities and managing management burden the following will be strengthened: - Increase the currently low proportion of contributions to local governments and Civil Society organizations - Increase contributions to UN-institutions and specialized organizations with thematic mandates. Likewise, co-financing with IFIs will be increased as a means for scaling-up and because of their policy leverage. - Decrease direct implementation from currently 40% of the total portfolio to a maximum of 20%. - Use country systems where possible, particularly at the local level - Maintain the principle to engage at micro, institutional and policy levels, but relate national policy work more explicitly to regional and global levels (e.g. climate change). - Proactively seek opportunities for PPPs in all domains and preferably integrated in programs rather than design them as separate projects. - Concentrate civil society support on capacity building Given the new donor landscape with fewer bilaterals, stronger alliances will be sought with IDB, World Bank and selectively with UN organizations where there is congruence between their core mandate and Swiss priorities. Collaboration with the global programs of climate change and water will be strengthened via the respective networks and through direct collaboration with the Andean program. Collaboration with SECO would include bilateral interventions (economic development, public finance) and seek synergies with global projects with presence in Central America. Regarding violence prevention and human rights, knowledge sharing with the Human Security Division will be sought.	Approaches Territorial concentration Out of fragility Psychosocial approach Communication for empowerment Risk reduction and climate adaptation Modalities Whole of Government approach Contributions and mandates Consolidation of bilateral/South-South cooperation Combine technical with political
Details on Humanitarian Support (only for differentiation purposes, not the focus of this study)	About 1.3 Mio CHF per year for the region. After finishing direct humanitarian post-Mitch work, SDC Humanitarian Aid moved from a "reconstruction" approach to a "prevention and integrated risk and disaster management" approach.	The humanitarian aid will continue its presence in the Managua Office, maintaining its quick response capacity for crisis situations.	Mitigate negative effects of migration: increasingly more Central Americans are migrating - mainly to the United States - to seek employment and escape violence. Many migrants are adolescents and children who are exposed to sexual abuse and exploitation of all kinds. Swiss Humanitarian Aid contributes to the protection of migrant children and adolescents with financial grants and human resources (secondments) to the United Nations and civil society organizations in line with the Regional Protection and Solutions Framework. To prevent and mitigate the humanitarian consequences of migration in a cross-cutting manner, young people at risk and young returnees are considered as a target group in all the programs. In terms of budget: 11.8% of Swiss support in the period of the strategy are for Humanitarian aid.
Implementing organizations (SDC itself / consulting / NGO)			Consulting In Nicaragua, directly implemented projects are closed by mid-2019.
Main partner organizations	Note HIC Team: While the strategy contains a chapter on "Cooperation Partnerships, Strategic Principles and Modalities", the main partner organizations are not specifically mentioned, only in general form: public sector partners, bilateral development partners, Swiss NGOs.	Domain 1: ministries of agriculture and industry, IADB, the World Bank, private sector (e.g. MSME and producer associations), and national as well as international NGOs. Domain 2: national and international NGOs, UNDP, ministries of finance, sectoral institutions, mayor's offices, security institutions and human rights organizations. Domain 3: United Nations System (UNDP, FAO); governmental institutions (disaster prevention, agriculture, energy, natural resources); local governments; national and international NGOs; universities; development banks (WB, IADB); regional research and innovation centres; private sector.	Work with multiple stakeholders: SDC cooperates with a variety of partners including the State, civil society, the private sector and universities. In Honduras, the multi-stakeholder approach is well established. Forge alliances with multilateral actors: SDC consolidates cooperation with multilateral players to enhance successful Swiss experiences, leverage funds, and scale up effects. Along with the development banks, institutions of the UN and OAS are becoming increasingly important in Central America. In prioritized areas of its strategy, Switzerland contributes to international efforts in support of reforms led by national authorities and promotes decisions, based on the principles of Rule of Law and respect for human rights. Regional actors: at the regional level, SDC cooperates with public and private institutions, including civil society networks. The dialogue is maintained with the SICA through its sectoral institutions such as CEPREDENAC, CSUCA, SE-CAO (Executive Secretariat of the Central American Agriculture and Livestock Council) and CCAD (Central American Commission of the Environment and Development). Public-private partnerships: SDC explores opportunities to strengthen cooperation with the private sector in line with the Swiss Policy for International Cooperation 2017-2020. Private-public partnerships include all thematic pillars and are not limited to the domain of employment and inclusive economic development. Include the perspective of Global Programs: the Cooperation Office reinforces the dialogue with SDC's Global Programs on issues of climate change, water and migration, especially in the regional components of the Strategy. The bilateral programs take into account global norms, policies and the knowledge produced by global networks.
Key beneficiaries	Theme Financial Services: Urban and rural MSMEs/Farmers with limited access to services but potential to generate income above subsistence level Theme Business Development Services: MSME (mostly informal) and agricultural producers with limited access to services but with potential to make economic use of services; employees of MSME Theme Business Climate: MSME as above - emphasis on equitable conditions for MSME Theme Water & Sanitation: Rural and semi-urban populations without access to safe water and to sanitation Theme Disaster Risk Reduction: Population living in rural and semi-urban high risk zones Theme Vocational Training: Youth, 16-30 years old, un- or under-employed, completed basic education Theme Public Finance Governance: Population classified as poor, i.e. 45% of total	Poor, disadvantaged groups (e.g. women, youth), businesses, municipal governments, state institutions	Poor, excluded, vulnerable groups, especially women, adolescents, migrants, indigenous people and Afro-descendants, smallholder families with limited access to natural resources (land, water, forest, among others), infrastructure, credit, and those highly vulnerable to disasters, climate change and environmental degradation. Grassroot leaders and HR defenders, LGBTI, persons living with HIV/AIDS, persons with special needs
Geographical/regional focus	The Cooperation Strategy for Central America has a regional focus and concentrates country-level interventions on the two poorest countries in the region (i.e. Nicaragua and Honduras). Note HIC Team: This is not further specified with view to locations in the countries.	The Central America strategy 2013-17 will comprise a mix of geographically defined programs (context sensitive interventions) and thematically defined bi-national or regional programs. Within countries, greater geographic concentration will be sought by clustering interventions in selected territories or sub-regions.	Central North region (Las Segovias)
Total budget *)	Nicaragua: approx. 11 Million Swiss Francs per annum.	Note HIC Team: No country-level budget is included in the strategy. Between 2013-2017, Swiss cooperation (i.e. SDC including Humanitarian Aid and some SECO support) will commit > 200 Million Swiss Francs (191 CHF Regional & Bilateral funds; 12.5 Mio CHF Humanitarian Aid) and disburse annually about 40 Million of which the bulk of funding goes to programs and projects in Nicaragua and Honduras. Up to 10% of funding will be used for supporting regional initiatives focused on cross-country learning, policy development and innovation.	Nicaragua: 70.8 Mio CHF in bilateral projects plus around 10 Mio CHF in regional projects.
Relevant context factors (Switzerland/SDC)	Swiss Cooperation has a 25 year trajectory in Central America, and accumulated an important capital of experience and partnerships, creating goodwill not only in-country but also in multilateral fora. Living-up to the global MDG commitments by investing in poor countries were such track record of Swiss Cooperation exists makes sense from a development effectiveness perspective. Deepening the partnership with Nicaragua and Honduras, and indirectly with the whole region, because of the increased regional integration dynamics, lies in the long-term interest of Swiss foreign policy, although in the short-term, other interests with regard to trade, migration or security may appear of minor importance of Switzerland.	The Switzerland strategy 2007-2012 was designed as a joint SDC-SECO strategy. Half way, SECO programs in economic development and public finance were reduced as a consequence of the parliamentary bill 2009-2012 that no longer included Nicaragua as a SECO priority country and because governance conditions in Nicaragua led to the discontinuation of the general budget support. The current thematic orientation of staff will change to a more geographic distribution of responsibilities, particularly for those themes that are particularly context-specific and politically sensitive, such as security or governance. As a consequence, the capacity of the office in Honduras will be enhanced, whereas operational staffing in Nicaragua will remain constant despite important increases in financial volume.	Swiss civil society has also shown a long and solid commitment with Central America. Small and large private organizations support rural development, advance health and education, and promote human rights. The role of these institutions is critical for both their presence on the ground and their advocacy work in Switzerland. Switzerland maintains contacts with all the key actors in the region. This includes dialogue with the United States, which plays a dominant role both in the political and the economic spheres of the region. Switzerland is associated with the Joint Programming process of the European Union in Nicaragua and Honduras and is in tune with European donors. With the emergence of new aid programs from the South (Venezuela, Brazil, Colombia, Mexico, Chile and Argentina), from Asia (South Korea, Taiwan and Iran) as well as Russia, the bilateral panorama is more heterogeneous and makes donor coordination more complex. To expand its network of contacts and diversify its alliances, Switzerland seeks to establish a dialogue with emerging donors. Wherever appropriate, work links are established, for example in the framework of trilateral cooperation.
Relevant context factors (country)	Conditions to enhance development effectiveness are favourable in Nicaragua and Honduras, because of the evolving PRS processes, alignment and harmonization action plans as well as the established donor coordination and dialogue mechanisms. Both governments are interested in better harmonization and alignment because of the unsatisfactory overall effectiveness of aid, its fragmentation and because its only partial coherence with national priorities.	In Nicaragua, President Ortega has been re-elected for the period 2012-16. Consolidation of his power and further strengthening the dominance of the ruling party (Frente Sandinista) in all state institutions at central and municipal levels is expected. Critical views voice concern about a gradual loss of institutionally weakening of democratic governance and a general tendency towards authoritarian rule. With the continued strong support of Venezuela, the support of international financial institutions, continued prudent macro-economic management, and convergence of interests between the economic interest groups and the Government, the country will see relative stability. Moderate but steady economic growth, relatively high FDI, sufficient capacity and resources for social programs allow modest progress regarding MDGs and acceptable levels of people satisfaction. It is generally expected that the opposition will remain weak, the space for exercising political rights will be limited and levels of political conflictivity will be moderate. The development cooperation context has changed quite significantly in Nicaragua and Honduras over the last years: - The poverty reduction strategies that provided a framework for aligning cooperation to country efforts ceased to exist and were replaced by a multitude of national, sectoral and local plans creating a more complex framework to anchor aid programs. - Many bilateral like-minded donors left (Nordic countries, Holland, Great Britain), mainly because of shifting geographic priorities to the poorest regions of the world. The main bilaterals are USA, EU, Germany, Canada, Spain, Japan and Switzerland. - New "donors" like Venezuela in Nicaragua, or Brazil and Taiwan in both Honduras and Nicaragua play a larger but quite different role. In Nicaragua, Venezuela's assistance is valued at about 500 million USD, which equals the total official ODA. - The relative importance of multilateral institutions – in particular the World Bank, IDB and the Central American Bank (CABE), but also the UN organizations – increased. About 2/3 of assistance comes from the multilaterals. The multilaterals set the tone, whereas the coordination of the bilaterals leaves room for improvement. - Aid dependency persists but has declined. Traditional aid to Nicaragua and Honduras amounts to USD 500 Million in Nicaragua and USD 750 Million in Honduras, representing 31% and 20% of the respective national budgets. - Donor strategies continue aiming at poverty reduction, focusing on economics and MDGs. However, human security and climate change have become more important. - Aid modalities changed and the general budget support provided by bilaterals in Nicaragua has been suspended. - Donor coordination has weakened in Nicaragua, whereas the so-called G-16 in Honduras continues to be effective at both the political and operational levels. - Civil society organizations receive less support as a result of the declining presence of Bilaterals.	Switzerland concentrates its bilateral cooperation in Honduras and Nicaragua: they are the two countries with the lowest income in the region. In the international rankings on the Rule of Law, they hold some of the lowest positions. Although their contexts have developed differently, they share the challenge of facing multiple forms of fragility: their governance systems are exclusive, their economies vulnerable to external shocks and their environment subject to disasters and extreme weather events. In the political-social sphere, the fragilities of Honduras and Nicaragua are markedly different: In Honduras, the rates of violence are high and impunity for serious crimes is alarming. Despite reforms in the areas of justice and security, the capacity of state institutions to combat the causes of violence remains limited. Citizens live in an environment of insecurity that affects the realization of their rights and development aspirations. In Nicaragua, citizen security is one of the best in Latin America thanks to effective prevention work. The country, nevertheless, faces challenges in democratic governance, the reform of its electoral system and the balance of powers. Added to this, are threats to its economic stability stemming from the crisis of its ally Venezuela and the NICAA-Act, a law promoted by U.S. congresspersons, that would place conditions on loans from development banks subject to the progress of democratic reforms.
Important hints / comments	Joint strategy from SDC and SECO The Cooperation Strategy for Central America has a regional focus and concentrates country-level interventions on the two poorest countries in the region (i.e. Nicaragua and Honduras). The strategy links the country focus with a regional program component that is thematically coherent with national interventions and that facilitates knowledge sharing among countries. The regional concept is defined in the following way: a) A regional program component that: - Contributes to the solution of supra-national problems - Contributes to the strengthening of regional institutions - Facilitates access to regional markets and investment opportunities. Regional program support has to be thematically congruent with the country programs in Nicaragua and/or Honduras. Experiences and results of regional cooperation shall benefit primarily those two countries. b) A Regional Program-Management characterized by: - Regional knowledge sharing (networking, regional learning) - Organization of the Cooperation Office Team primarily by thematic responsibilities. Country level interventions will concentrate on Nicaragua and Honduras. Currently, the Nicaragua program is thematically broader and much larger in financial terms. The Honduras program will be gradually expanded and shall include sector program support (SVIAP) in two thematic priorities, a stronger engagement in private sector development (MSME development), and a stronger, albeit only selective involvement in general policy dialogue and donor coordination (G-16). In short, partial balancing of country priorities in favour of Honduras is envisaged, without reductions in the Nicaragua program.	Switzerland ranks in the middle field of the remaining bilateral donors and is big and complex enough to make a difference. However, alliance building and effective coordination became more challenging and the importance of dialog and cooperation with multilaterals increased because of their financial capacity and policy leverage. Note HIC Team: This seems to be a strategy where lessons learned led to quite a number of changes. Or, at least it was documented in way that is different to other strategies.	In Nicaragua, Switzerland is among the four most important donors of the Organisation for Economic Co-operation and Development (OECD), together with the European Union, the USA and Spain. In Honduras, SDC holds the fifth place. The relevance of Switzerland lies not only in constant funding but also in its impartial positions and an agenda based on human rights- and values: the inclusion of the vulnerable and poor, equality between women and men, human rights and democratic governance have been promoted consistently over four decades. Mentioning of Switzerland's foreign policy goals Combine technical with political: in the Strategy 2013-2017, the transformation began from a technical program into a more political program that focuses on the systemic causes of poverty and exclusion. These processes are deepened and consolidated in 2018 - 2021.

Timeline Nicaragua

	Cooperation Programme for Central America, Exit Programme 2022-2024
Main / key objectives	<p>With its 2022-2024 regional cooperation programme, Switzerland will a) Implement the gradual and responsible withdrawal of Switzerland's bilateral development cooperation with Central America in line with Switzerland's International Cooperation Strategy guidelines and b) Foster sustainable and equitable development in Central America by strengthening participatory governance and human rights, the socio-economic inclusion of vulnerable and excluded groups, sustainable natural resource management, and climate and disaster resilience in priority territories.</p> <p>Global Goal 2022-2024: Switzerland fosters sustainable and equitable development in Central America by strengthening participatory governance and human rights, socio-economic inclusion of vulnerable and excluded groups, sustainable management of natural resources, and climate and disaster resilience in priority territories.</p>
Theory of change	<p><u>Governance and the Rule of Law</u> Expected impact: Strengthen the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights. Outcome Nicaragua 1.1: State and civil society institutions with expanded capacities to promote respect for human rights in accordance with international standards, propose and conduct reforms to the national legal framework. Outcome Nicaragua 1.2: Increased number and variety of civil society organisations improve their effectiveness in preventing violence and strengthening social cohesion for the benefit of vulnerable groups.</p> <p><u>Employment and inclusive economic development</u> Expected impact: Insert vulnerable and excluded groups in territorial economic development with shared governance and respecting economic, social and cultural rights. Outcome Nicaragua 2.1: Vulnerable groups improve their income and employment, are integrated into sustainable and inclusive economic processes where economic, social and cultural rights are respected. Outcome Nicaragua 2.2: Public and private actors integrate young people into the labour market, improve their competitive capacities and promote changes in the framework conditions at national and territorial level (policies, regulations, incentives). <u>Climate change, DRR and natural resources</u> Expected impact: Contribute to resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources. Common Outcome (HON and NIC) 3.1: Population in situation of vulnerability and exclusion, particularly women and youth, adopt sustainable water, soil and forest management practices in selected territories. Common Outcome (Honduras and Nicaragua) 3.2: Public, community and private actors reduce disaster risks, manage natural resources and associated conflicts, by strengthening territorial governance (water in Honduras) and developing their capacities.</p>
Thematic focus	<p>1) Governance and the rule of law. Expected impact: Switzerland contributes to strengthening the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights. 2) Employment and inclusive economic development. Expected impact: Switzerland contributes to the strengthening of multi-stakeholder platforms and multi-sector roundtables. leading processes that articulate actions that facilitate territorial economic development under shared governance respecting economic, social and cultural rights and the socio-economic inclusion of vulnerable and excluded groups. 3) Climate change, DRR and natural resources. Expected impact: Vulnerable populations increase their resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources.</p> <p>In Nicaragua, Switzerland will focus on contributing to strengthening the multi-stakeholder approach, promoting spaces for private sector and civil society participation in development and poverty reduction. Switzerland will in particular support think tanks that generate analyses and proposals for long-term reforms. Finally, Switzerland will lead a humanitarian policy dialogue and strengthen the coordination and action of the humanitarian organisation ecosystem.</p>
Cross cutting themes / strategic principles	<p><u>Transversal themes</u> Inclusive governance Disaster risk reduction Gender equality</p> <p>Phasing-out: closure because targets have been or cannot be achieved. Phasing-down: gradually winding down a programme's activities, giving priority to strengthening local organisations in order to sustain benefits. Phasing-over: transferring some activities to another organisation for it to achieve its objectives and reinforce sustainability.</p>
Main implementation modalities / methods / instruments	<p><u>Approaches</u> Territorial concentration Out of fragility Psychosocial approach</p> <p><u>Modalities</u> Integrated WOGA work</p>
Details on Humanitarian Support (only for differentiation purposes, not the focus of this study)	<p>Beyond 2024, Switzerland's priorities in the region will focus on humanitarian aid, peace, security, human rights, prosperity and sustainability as set out in the 2022-2025 Strategy for the Americas. Swiss Humanitarian Aid will remain in Central America beyond 2024, based on its universal mandate.</p>
Implementing organizations (SDC itself / consulting / NGO)	
Main partner organizations	<p>Swiss Cooperation is consolidating the multi-actor approach. In Nicaragua, it is consolidating direct partnerships with the private sector and coordinates with other donors, in particular the European Union. In the spirit of the Sustainable Development Goals (SDG 17), Swiss Cooperation creates alliances with international partners and multilateral agencies.</p> <p>At regional level Swiss Cooperation liaises with regional public and private institutions, including civil society networks and think tanks (CATE) and the Economic Commission for Latin America and the Caribbean (ECLAC). It also works with the Central American Integration System (SICA), through its agencies, in particular the Coordination Centre for Disaster Prevention in Central America (COPREDINAC), the Central American Council of Finance Ministers (COSEFIN) and the Central American Commission for Environment and Development (CCAD). It aims to strengthen the Inter-American Human Rights System and contribute to the work of the Office of the United Nations High Commissioner for Human Rights (OHCHR).</p> <p>A public-private partnerships: Swiss Cooperation is consolidating and evaluating options for scaling up with the private sector, with the Inter-American Development Bank (IDB), the United Nations Industrial Development Organisation (UNIDO) and the Centre of Excellence for Private Sector Engagement (KEP).</p> <p>SDC Global Programmes. Cooperation with these programmes is being strengthened to include their perspective particularly on the issues of climate change, food security and migration, and especially cooperation with the global Water programme and the resEAU, aimed at capitalising on and disseminating SDC's expertise in water and sanitation and integrated water and sanitation management in the region.</p>
Key beneficiaries	<p>Poor, excluded, vulnerable groups, especially women, adolescents, migrants, indigenous people and Afro-descendants, smallholder families with limited access to natural resources (land, water, forest, among others), infrastructure, credit, and those highly vulnerable to disasters, climate change and environmental degradation, Grassroot leaders and HR defenders, LGBTI, persons living with HIV/AIDS, persons with special needs</p>
Geographical/regional focus	<p>Central North</p>
Total budget *)	<p>The Swiss Cooperation Programme in Central America 2022-2024 will be implemented with a budget of CHF 58.8 million. The resources come from South Cooperation and Humanitarian Aid. In Nicaragua: 17.2 Mio CHF in 2022, 12.1 Mio CHF in 2023, 7.0 Mio CHF in 2024.</p>
Relevant context factors (Switzerland/SDC)	<p>Phasing out of Swiss South Cooperation</p>
Relevant context factors (country)	<p>During the implementation of the 2018-2021 Strategy it became clear that Swiss Cooperation had to adapt to the changes arising from the conflict in Nicaragua and the COVID-19 pandemic.</p> <p>In Nicaragua, the breakdown of institutions and the spiral of human rights violations in 2018 stimulated critical reflection and a thoroughgoing realignment of the strategy.</p>
Important hints / comments	<p>Switzerland has two embassies in Central America, one in San José and one in Guatemala City, and two cooperation offices, one in Managua and one in Tegucigalpa. The exit process will culminate in the closure of the cooperation offices in Nicaragua and Honduras and the opening of honorary consulates. While cooperation is Switzerland's priority in bilateral relations with the CA-4 countries (El Salvador, Guatemala, Honduras and Nicaragua), it is increasing economic exchanges, starting from relatively modest amounts.</p> <p>Beyond 2024, Switzerland's priorities in the region will focus on humanitarian aid, peace, security, human rights, prosperity and sustainability as set out in the 2022-2025 Strategy for the Americas. Swiss Humanitarian Aid will remain in Central America beyond 2024, based on its universal mandate.</p> <p>The distribution of responsibilities established in the 2018-2021 regional programme strategy is maintained for monitoring the regional programmes: the Managua office will assume the leadership of the regional programme Climate Change, Disaster Risk Reduction and Natural Resources, while the Tegucigalpa office will be responsible for the regional Governance and Human Rights programme. The Humanitarian Aid representative in Managua will assume regional responsibility for all Humanitarian Aid interventions in the region in coordination and with the support of the office in Tegucigalpa as appropriate.</p>

Timeline El Salvador

General information: Bilateral cooperation with El Salvador only in the framework of regional cooperation programmes for Central America. El Salvador was never one of the focus countries of the region. Cooperation started in 1982 and ended in 2008. The allocated budget to El Salvador throughout the years were 19 Mio USD (COSUDE en El Salvador: Aportes durante 21 años)

Period	Mehrfähriges Regionalprogramm der DEH für Zentralamerika 1993-1998	Regionalprogramm 1999-2005 Zentralamerika
Main / Key objectives	<p>The main objective of development cooperation in Central America remains the better satisfaction of the basic needs of the disadvantaged sections of the population. The prerequisite for this is that the potential beneficiaries have a minimum development potential of their own and are enabled by the aid to advance their development in the longer term by their own efforts.</p> <p>The central concern of DEH is the best possible development of people in their natural, cultural and social environment.</p>	<p>The primary objective of Swiss development cooperation in Central America remains the satisfaction of the basic needs of disadvantaged sections of the population. The program is aimed in particular at families and small farms in rural areas and at small and medium-sized enterprises (SMEs) in urban areas.</p> <p>This 1999-2005 regional program is the second medium-term development cooperation program for Central America with an explicitly regional or transnational approach program approach.</p>
Thematic interventions	<p>Four thematic focus areas:</p> <ol style="list-style-type: none">1. Agriculture2. Drinking water and settlement hygiene3. Environmental protection and sustainable natural resources4. Trade promotion and vocational education	<p>Thematic focus areas:</p> <ol style="list-style-type: none">1. Agricultural production2. Water and settlement hygiene3. Private sector development <p>--> reconstruction after destructions of Hurricane Mitch; more focus on humanitarian aid</p>
Cross cutting issues/thematic principles	<p><u>General guidelines:</u></p> <p>Economic and government self-reliance: at the macro level, efforts will be made to strengthen the government in improving the economic, political and institutional environment. At the micro level, efforts are being made to support self-organization (COFIDA SAP, DRI's, credit system).</p> <p>Supporting the poor: The basic needs of the poorer population continue to guide the overall program. This includes both immediate improvement of living conditions (e.g., drinking water, FISE) and a medium-term increase in food production and storage to improve the nutritional situation (sectoral agriculture projects).</p> <p>Supporting the management of environmental problems: This issue is also gaining importance in Central America and it will be increasingly addressed in the future program, both in the sustainable use of resources and in their protection. Experience has been gained at regional level in the forestry sector (CATIE) and in Honduras in the control and collection of pollutants (CESCCO). Other projects are underway or planned (exhaust emissions, solar energy, natural forest management).</p> <p>Improvement of production conditions: As an issue that has a central impact on a wide variety of sectors, this continues to receive significant attention in the program. All projects in the agricultural sector, as well as the area of trade promotion, work directly or indirectly to improve production conditions.</p> <p>Health and education: Improving the health of mainly the rural population is a major aspect of the water program. In view of the threat of cholera in Central America, this takes on added importance. Improving the education of the population also forms part of a large part of the water projects, which are primarily aimed at promoting production.</p> <p><u>Transversal guiding principles</u></p> <p>Empowerment: Supporting and strengthening organizations and groups in defending their interests and overcoming social, ethnic and gender discrimination; promoting the participation of disadvantaged classes in economic and political processes.</p> <p>Training: Promotion and training of 'human resources', in particular also by means of vocational training, for better integration into the economic process and to increase their own level of organization.</p> <p>Environment: Measures and sensitization for the environmentally friendly management and improvement of the production basis as well as consistent consideration of environmental aspects in all actions.</p> <p>Networking: Incorporation of macroeconomic and political developments into activities at the micro level and vice versa, as well as stronger links between regional and local projects. and local projects.</p> <p>Sustainability: Promotion of organizations, development of self-supporting structures, search for economic independence.</p>	<p><u>Guiding principles:</u></p> <p>Promotion of potential: Not only the neediness, but also the development potential of target population and partner institutions should be decisive for our cooperation. This presupposes a certain development-relevant readiness for change on the part of those concerned, requires a careful and conscious selection of the beneficiaries of our actions, and calls for a conscious promotion of entrepreneurial thinking and a higher weighting of own performance, competition, and integration into the world market.</p> <p>Good governance: All partners (private and public) should place greater emphasis on good governance, in particular transparency, accountability and compliance with contractual obligations. In addition, greater emphasis will be placed on aspects of the rule of law, decentralization, pluralism and respect for human rights. New, specific projects will also be launched to this end. Based on an analysis of the field, an entry strategy and priority starting points are to be laid down in a concept paper. In order to reach a certain "critical mass" of experience and activities, between 5 and 10% of the funds of the Central America program will be used in the area of good governance by the end of the validity period of the present regional program.</p> <p>Direct poverty alleviation: Certain targeted measures for direct poverty alleviation will be deliberately pursued - also as a compensation for the promotion of potential - e.g. through projects for area-wide drinking water supply. As a result of the profound destruction caused by hurricane "Mitch", this leitmotif will be of great importance, especially during the next 2-3 years, and is likely to diminish thereafter. The additional hardship and poverty caused by Mitch is to be countered in a humanitarian sense with temporary reconstruction measures. Special emphasis will be placed on a comparatively quick impact of the support.</p> <p><u>Transversal:</u></p> <p>Gender: The approach of equal development has been promoted so far with various training and monitoring efforts. Gender awareness in the projects has increased significantly, as has corresponding action. The basic problem that the gender approach is in most cases to be brought into the existing program as something additional, after the fact, rather than as a key issue that determined the program definition in the first place, is difficult to address. Further deepening the gender approach is a process that will continue in the future. Special attention will be given to the development of sectoral gender strategies.</p> <p>Environmental sustainability: A large proportion of ongoing projects already explicitly address the sustainable use of natural resources. However, environmental sustainability will be considered as a cross-sectoral, transversal priority in the future program.</p> <p>Human and Institutional Development (HID): The development and promotion of technical and methodological knowledge relevant to development among institutions and individuals has been a backbone in the previous Central America program and will continue to be of great importance in the future. As elements or lines of action of HID, institutional strengthening and support for executing agencies will be pursued in addition to direct training.</p>
Main implementation modalities/methods/instruments	<p>Technical development cooperation</p> <p>Delegation of project implementation to Swiss and multilateral third-party institutions (government contracts, co-financing).</p> <p>Measures in the economic sector should complement the DEH program in a meaningful way, for which coordination with the BAWI is actively promoted within the Swiss federal administration.</p> <p>Multilateral channels in DEH Central America Programme mostly for financing regional research projects</p>	<p>Technical development cooperation: It concentrates on the three priority areas of "agricultural production", "water and sanitation" and "business promotion".</p> <p>Economic + Trade Measure Humanitarian Aid</p> <p>In order to support the continuation of economic growth in Central America, it is particularly important to use market-based and entrepreneurial development and trade policy promotion instruments. Structural adjustment policy must, however, be coupled with accompanying social measures in order to cushion negative effects and not endanger political stability.</p>
Implementing organizations	<p>DEH is leading in most of the projects in Central America</p> <p>Through its program contributions, DEH supports the activities of Swiss ONGs, which in many cases complement its own program at a grassroots level work.</p>	<p>In Central America, SDC generally enters into partnerships with government bodies, non-governmental organizations, and the private sector, and seeks to link them as far as possible. At present, however, there is a certain preponderance of cooperation with the state (cf. Supplement 3). Greater diversification of partner organizations, and thus a broader distribution of risk, is desirable. The choice of partners is based on task-related criteria: State institutions are to be supported in the performance of their core tasks, i.e., primarily at the level of standards and framework conditions; for implementation and execution, however, there is to be increasing cooperation with private organizations. In the spirit of promoting decentralization, the SDC will in future also increasingly enter into partnerships at the interface between the state and civil society, i.e. at the level of municipal authorities.</p> <p>The main thrusts of future program management include:</p> <p>- For new projects, outsourcing of project implementation will be sought wherever possible.</p>
Main partner organizations	<p>Stronger participatory focus and less on institutional partners -->more responsibility for rural population. One of the few approaches for sustainable development of marginalised rural regions</p>	<p>In Central America, SDC generally enters into partnerships with governmental bodies, non-governmental organizations and the private sector, and seeks to link them as far as possible. At present, however, there is a certain preponderance of cooperation with the state. A greater diversification of partner organizations, and thus a broader distribution of risk, is desirable. The choice of partners is based on task-related criteria: State institutions should be supported in the performance of their core tasks, i.e., primarily at the level of standards and framework conditions; for implementation and execution, however, there should be increasing cooperation with private organizations. In the spirit of promoting decentralization, SDC will in future also increasingly enter into partnerships at the interface between the state and civil society, i.e. at the level of municipal authorities.</p>
Key beneficiaries	<p>The support is aimed in particular at small farmers and, more recently, at the inhabitants of the poor districts in the larger agglomerations, which have grown rapidly in recent years, taking into account the fact that about one third of the heads of families in Central America are women.</p>	<p>Programme especially focussed on families and small scale farmers in rural areas, as well as small and medium enterprises.</p>
Geographical/regional focus	<p>The support is aimed in particular at small farmers and, more recently, at the inhabitants of the poor districts in the larger agglomerations, which have grown rapidly in recent years, taking into account the fact that about one third of the heads of families in Central America are women. The widespread settlement of military conflicts in the region in recent years has allowed an increase in trade and cooperation among Central American countries. In view of the increasing formation of political and economic blocs worldwide (NAFTA, MERCOSUR, EC), the need for joint action is gradually spreading among Central American countries as well. Even though the ongoing integration is primarily a political and economic process, which the donor community can only influence to a limited extent, it also opens up new opportunities for intraregional cooperation. Since the framework conditions and problems in the individual countries, despite all their differences, are very similar in many areas, increased cooperation and intensive coordination and exchange of experience are urgently needed.</p> <p>In the future, DEH will therefore concentrate its cooperation on two levels of action:</p> <p>At the regional level, regional activities (e.g. research programs, networks) will fulfill tasks for which capacities are lacking at the national level, where, thanks to synergies between countries, work can be done more efficiently or better results can be achieved. The problems addressed at this level are relevant to several countries in the region.</p> <p>At the national level, DEH will focus on one priority country where a program with a certain critical mass should be achieved, allowing for an active Policy Dialogue. Based on past experience, Nicaragua has been selected as the new focal country, which will require a continuous shift of activities from Honduras to Nicaragua for the next few years.</p> <p>--> El Salvador not a focus country</p>	<p>Based on the largely positive experience to date and in line with Message 98 on the SDC's framework credit for development cooperation, which provides for a strengthening of regional efforts, the regional concept in Central America will be systematically pursued and expanded. It allows for the cross-country use of synergies. In thematic areas, the regional approach allows the promotion of networking, without claiming to contribute to a systematic regional integration promotion.</p>
Total budget *)	18-20 Mio CHF per year for the whole region, breakdown by country not available	18-20 million CHF / year for the region, breakdown by country not available.
Relevant context factors (Switzerland/SDC)	<p>Based on past experience, Nicaragua was selected as the new focus country, which will require a continuous shift of activities from Honduras to Nicaragua for the next years. The shift of focus from Honduras to Nicaragua also necessitates a shift in the Coordination Office responsible for operational support of the program. With the arrival of the new coordinator for Central America at the end of May 1993, the previous liaison office (ODENIC) in Managua will be upgraded to a regional coordination office (CORMAN), and at the same time the office in Tegucigalpa will be transformed into a liaison office for Honduras (ODEHON).</p>	<p>The present program takes into account in particular the principles of the SDC's Latin America Strategy (Section Guidelines for Latin America 1995 - 2005) as well as the messages for development cooperation, for economic and trade policy measures and for humanitarian aid of the Swiss Confederation.</p> <p>The main features of the current Central America program can be summarized as follows:</p> <p>SDC is particularly well anchored in Nicaragua and Honduras, thanks in part to a long-standing presence in the agriculture and water supply sectors.</p> <p>The regionalization of programs is progressing steadily (currently 40% regional programs); Nicaragua as a priority country tends to lose weight in volume terms in favour of El Salvador.</p> <p>In sectoral terms, traditional areas of intervention (agriculture, water supply) stand side by side with more recent areas of action (business promotion, promotion of "good governance").</p>
Relevant context factors (country)	<p>Peace process in El Salvador. Elections in 1994 and afterwards site assessment. In case of positive assessment, the desing of a bilateral programme in the framework of the regional programme is possible. Peace process is developing very slowly.</p> <p>Structural adjustment programmes led to a stabilisation of the economy on Central America. Still risk that this growth lead to more inequalities in society.</p>	<p>Structural adjustment programmes are continuing</p> <p>Hurricane Mitch 1998</p> <p>Peace Agreement 1992</p> <p>The military patt situation in El Salvador has led to the fact that the FMLN Guerilla could negotiate in return for their demobilisation a comprehensive reform package. FMLN developed as political party and with that new signs for a modern democratic two party system</p> <p>Reduction of the army and El Salvadors now belongs to one of the countries worldwide with very few military spendings</p> <p>At least formal peacebuilding as one of the main context factors of the 90s</p> <p>It will be now important to counteract the growing caudillismo with strengthening the civil society and good governance</p> <p>Rising crime rates in El Salvador</p>
Important hints/comments		Three national programs in Honduras, Nicaragua and El Salvador are prolonged until 2005.

Timeline El Salvador

Period	Schweizer Kooperationsstrategie Zentralamerika 2007-2012
Main / Key objectives	<p>Overall objective: Swiss Cooperation contributes to poverty reduction and promotes an equitable and sustainable development</p> <p><u>Strategic Dimensions</u></p> <p>1. The Poverty Orientation is central and implies alignment with PRS, focus on poorest countries, emphasis on pro poor policies</p> <p>2. All interventions incorporate Gender and Governance as mandatory cross-cutting themes</p> <p>3. Strategic principles guide interventions in the framework of the national cooperation systems: ownership, harmonization, alignment; local capacity development; micro-meso-macro linkages.</p>
Thematic interventions	<p>Thematic focus areas:</p> <p>1. MSME Development</p> <p>2. Governance and Public Finance</p> <p>3. Infrastructure and local basic services</p>
Cross cutting issues/thematic principles	<p>1. Governance: Particular emphasis is put on transparency and accountability in the public sector management and in public services delivery. Strengthening stakeholder and more inclusive citizen participation are emphasized, including at the local level, since municipalities and locally operating institutions are expected to assume a larger role in public services delivery and in providing favourable conditions for economic development as a result of the decentralization process.</p> <p>2. Gender: In order to promote equal opportunities and access to resources and services for both woman and men and in order to reduce existing gender discrepancies, woman shall benefit especially from development interventions.</p> <p>Strategic principles</p> <ul style="list-style-type: none">- Ownership, Alignment and Harmonization- Capacity Development- Empowerment- Environmental compatibility- Prevention- Micro-meso-macro
Main implementation modalities/methods/instruments	Capacity development, budget support, SWAP, Joint project-financing (baskets)
Implementing organizations	Cooperation with public sector institutions deepend and expanded as a result of growing confidence in governments, because their efforts in developing PRS and other conditions that facilitate alignment and aim at greater aid effectiveness.
Main partner organizations	While the strategy contains a chapter on "Cooperation Partnerships, Strategic Principles and Modalities", the main partner organizations are not specifically mentioned, only in general form: public sector partners, bilateral development partners, Swiss NGOs.
Key beneficiaries	<p>Theme Financial Services: Urban and rural MSMEs/Farmers with limited access to services but potential to generate income above subsistence level</p> <p>Theme Business Development Services: MSME (mostly informal) and agricultural producers with limited access to services but with potential to make economic use of services; employees of MSME</p> <p>Theme Business Climate: MSME as above - emphasis on equitable conditions for MSME</p> <p>Theme Water & Sanitation: Rural and semi-urban populations without access to safe water and to sanitation</p> <p>Theme Disaster Risk Reduction: Population living in rural and semi-urban high risk zones.</p> <p>Theme Vocational Training: Youth, 16-30 years old, un- or under-employed, completed basic education</p> <p>Theme Public Finance/ Governance: Population classified as poor, i.e. 45% of total</p>
Geographical/regional focus	Bilateral operations gradually concentrated on Nicaragua and Honduras in order to deepen the poverty focus, because or more favourable aid policies and framework conditions (i.e. PRS, harmonization and alignment) to optimize limited financial and human resources of Swiss Cooperation.
Total budget *)	About 1.3 Mio CHF per year for the region. After finishing direct humanitarian post Mitch work, SDC Humanitarian Aid moved from a "reconstruction" approach to a "prevention and integrated risk and disaster management" approach.
Relevant context factors (Switzerland/SDC)	The Cooperation Strategy for Central America has a regional focus which has to be thematically congruent with the country programs in Nicaragua and Honduras. Experiences and results of regional cooperation shall benefit primarily those two countries --> less focus on El Salvador as other country of the region (closure of cooperation in 2008)
Relevant context factors (country)	<p>Advancing Central American integration (free trade agreements, reduced border controls), but political integration is lagging behind</p> <p>Recurrent natural disasters, acceleration of natural resources, violence related to social exclusion, drugs and migration, emerging problem of youth gangs</p>
Important hints/comments	End of bilateral cooperation with El Salvador in 2008

Timeline Cuba

	1998-2000 (Exploratory pilot phase)	2000-2003 (Pilot phase)
Main / key objectives	Explore opportunities for a possible launch of a special programme in Cuba that can help deepen relations with the Cuban government: "A stronger commitment to engage in development cooperation with Cuba is likely to be beneficial to Switzerland's image both in Cuba itself today and among other donors active there. (1998 Clarification Mission Report Cuba, p. 4)"; "...the motives for Switzerland's greater involvement in promoting Cuba's development are not primarily to be found in the actual need for aid, but rather arise from our general foreign policy goals and interests... (1998 Clarification Mission Report Cuba, p. 6)	1. To acquire a better knowledge of the current context in order to be better prepared for a possible Special Programme if conditions permit. 2. To contribute to the support of the population through humanitarian aid, in the areas of food and health, and through economic development projects focused on food security, such as post-harvest grain preservation. 3. To contribute to the strengthening of civil society through support to institutions working in local development and economic development (1999-11-18 Mission Report Pilot Special Programme Cuba, p. 11, & 2004 Strategic Orientation 2004-2006, p.3)
Theory of change		In the face of the possible economic and political opening, Switzerland can, by launching a pilot programme with Cuba, play a constructive role in the transition process. It can effectively bring relevant own experience in modern agriculture, local governance and local (economic) development to the table, and thereby further deepen existing trustful bilateral relations and strengthen its role as international partner for political dialogue.
Thematic focus	Activities centered on local initiatives in agriculture, food security, and local development	Local economic and social development has proven to be relevant. Swiss co-operation today has a network of contacts and a good understanding of risks and opportunities that allow for long-term strategic orientations, taking into account the limited resources and influence that Switzerland can claim (2003 Strategische Orientierung Kuba_2004-2006_final, p. 5)
Cross cutting themes / strategic principles		Bottom-up approach, focus on local initiatives in the areas of governance, economic development and culture, non-state actor involvement supported to the degree possible (private, NGO), important strategic goal to engage in dialogue with national government
Main implementation modalities / methods / instruments	Involvement of Cuban partners in regional SDC programmes Examples: Co-financed agricultural networks, such as PRECODEPA (potatoes), PROFRIJOL (beans), PRM (maize) and ISNAR (agricultural research management) (1999-11-18 Missionsbericht Pilot Spezialprogramm Kuba, p. 7) Humanitarian Aid	Small-scale bilateral cooperation, mainly pilot measures, co-financing, direct consultancy - humanitarian aid
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>	Existed prior to exploratory phase, at times involving substantial budget: focus food security and natural disaster relief (especially hurricanes); set to continue as needed	Continued - focus on food security, natural disaster relief (hurricanes)
Implementing organizations (SDC itself / consulting / NGO)	No bilateral cooperation. Humanitarian aid implemented to national and international organisation, e.g. MediCuba and the World Food Programme	SDC experts, mainly through government (national, regional, local) and NGOs, UN organisations (e.g. UNDP)
Main partner organizations	National, regional and local government authorities, national NGOs, international organisations	Ministry of Foreign Investment and Cooperation (MINVEC); , other national, regional and local government authorities, incl. agricultural cooperatives, national NGOs, university institutes, international organisations
Key beneficiaries	Farmers/agricultural cooperatives/special agencies for agriculture development, local NGOs, local communities	National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens
Geographical/regional focus	Country-wide	Country-wide
Total budget *)	1998: 1.6 m CHF (of which 1.4 m CHF humanitarian aid) 1999: 2.2 m CHF (of which 2.1 m CHF humanitarian aid)	2000: 1.1. m CHF (of which 0.7 m CHF humanitarian aid) 2001: 0.8 m CHF (of which 0.23 m CHF humanitarian aid) 2002: 2 m CHF (of which 0.7 m CHF humanitarian aid)
Relevant context factors (Switzerland/SDC)	Longstanding special relationship between Cuba and Switzerland which acted as protective power from 1961 - 2015 (representation of US interests in Cuba); on the occasion of the 700th anniversary of Switzerland, additional 700 million CHF made available for development cooperation; SDC Pilot Programme favoured by SDC Directorate Committee;	2000: SDC establishes Cooperation Office in La Habana In 2002, Switzerland becomes member of the United Nations; the requested credit of 4,400 million Swiss francs fits into the Federal Council's repeatedly reaffirmed goal of increasing the funds for official development assistance to 0.4 per cent of gross national income by 2010 (2003, Parliamentary Legislative Review, p.163).
Relevant context factors (country)	Cuba's economy severely affected by collapse of Soviet Union, incl. loss of substantial Soviet subventions led to deep recession since 1990; socio-economic polarisation increasing, incl. because of dollarisation, yet social welfare and health sector of high standard, well educated workforce but underused because of economic restrictions; PCC under pressure to allow for liberalisation and pockets of private economic activity; papal visit ("May Cuba, with all its magnificent possibilities, open itself to the world,") and easing of US political/economic sanctions at a moment of visible liberal change - but did not result in systemic change. Continued antagonism between central planning and timidly introduced market mechanism; real market reform however opposed. Claim to power by PCC and military unaltered. Market transformation overall assessed to be more likely than political transformation	EU imposes sanctions after crackdown on Cuban dissidents (2003), incl. freezing of planned development cooperation programmes "While the programme has succeeded in strengthening the capacity and autonomy of local groups, the pilot phase of the programme has also provided an insight into the limitations and obstacles typical of the local context. The space for institutional development of NGOs remains limited in terms of visibility, size and public articulation; policy dialogue at the level of central government is often limited to considerations of principle without openness for innovative and concrete solutions (2003 Strategic Orientation Cuba_2004-2006_final, p. 5).
Important hints / comments	Joint Scoping Mission of PA II/HH/LA-Section, then specific Planning Mission in 1999; Concrete appraisal for POSTCOESECHA project, i.e. replication of successful SDC projects in Central America (reduction of crop failures through novel type of silos) [...] development policy approaches of Canada and Sweden. Both countries have comprehensive cooperation concepts agreed with the Cuban government, which are geared in the longer term to enabling or facilitating economic and political change and also explicitly aim, among other things, to promote human rights and improve governance in Cuba. (1998 Clarification Mission Report Cuba, p. 4)	

Timeline Cuba

	2004-2006 (Special programme)	2007-10 (Special Programme)
Main / key objectives	<p>To support Cuban society in its ongoing fundamental reforms, which are characterised by the search for a new link between the political, economic and social spheres.</p> <p>In order to contribute to the peaceful implementation of this development process, the programme aims to support the indispensable participation of the Cuban citizens. This in turn requires the creation of spaces for dialogue and collective negotiation, involving public and private actors at the local level. (2004 Strategic Orientation 2004-2006, p.4)</p> <p>"to accompany Cuban society in a process of transformation and peaceful, participatory and equitable development, mainly supporting 1) local actors' initiatives that allow them to build their own capacities and find concrete solutions to improve their living conditions, and 2) initiatives of civil society and state actors to help overcome the country's isolation through meetings, exchanges and access to new knowledge. (2006 Review of the SDC Special Programme in Cuba report o, p. 5).</p>	<p>To support the Cuban society in a peaceful and socially balanced development process. In doing so, it supports initiatives by local and regional actors to strengthen their capacity and improve the living conditions of the Cuban population. Based on the experience gained, the programme is building a dialogue on sector policies. To contribute to the further opening of the country, the programme facilitates contacts, exchange and access to new knowledge at the international level. (Strategic Orientation Cuba 2007-2010, p.5)</p>
Theory of change	<p>By supporting initiatives of local actors that lead to both their empowerment and concrete solutions for improved living conditions, Switzerland contributes to a development process that, as a result, is more peaceful, participatory and just. By facilitating encounters and providing access to knowledge at the international level, a contribution is made to help Cuba overcome its isolation. At the same time, the Swiss engagement allows for new room for political dialogue between both countries (compare 2003 Strategic Orientation Cuba_2004-2006_final, p. 6)</p>	<p>Against the background of a immanent transition of power, by supporting local and regional actors to improve their capacities and the living conditions of the Cuban population, Switzerland is contributing to a peaceful and socially balanced development process. As Cuban authorities remain generally sceptical of international partners, trustful relations between both countries are further deepened, putting Switzerland into a position that makes increasingly open political dialogue possible.</p>
Thematic focus	<p>1) Sustainable economic development: New management models</p> <p>Main objective: Income and employment generation through the application of new reformist models of sustainable economic development management, access to new technologies and increased productivity</p> <ul style="list-style-type: none">- Access to new technologies, management methods, business credit, market know-how- Food security- Environmental management and improvement of production processes <p>2) Local development:</p> <p>Main objective: Promotion of dialogue spaces for the articulation and participation of the population in partnership with local organisations and initiatives, including representatives of the local government and the central state.</p> <ul style="list-style-type: none">- Community development, local management (services, projects)- Access and quality of basic health services- Exchange of experience and knowledge dissemination (local, multi-stakeholder forums, CH)	<p>Two thematic focal points: Local development and sustainable economic development:</p> <p><u>Objective Local development:</u> Creating spaces for dialogue and strengthening the participation of the population in community development by supporting local initiatives, especially in solving concrete housing problems and creating local meeting centres. Partners: Citizens' initiatives, municipal administrations, provincial administrations, university institutes, NGOs, line ministries.</p> <p><u>Objective Sustainable economic development:</u> Increase productivity through the introduction of innovative and sustainable management methods and access to new technologies in the areas of cooperative agriculture, local production of building materials, energy efficiency and environmental management.</p> <p>(2007 Strategic Orientation Cuba 2007-2010, p.5)</p>
Cross cutting themes / strategic principles	<p>At the end of 2005, the Programme started mainstreaming the gender approach, based on a three-year strategy (2006 Review of the SDC Special Programme in Cuba report, p. 20).</p> <p>Particular attention is given to projects that contain technical skills training and income-generating activities for women and to strengthening the visibility of women as project leaders. Currently, this sensitisation and training process has reached nine projects and 19 gender focal points have been created within the projects. In order to broaden the approach, according to the strategy, the empowerment of women and support for specific projects and actions aimed at strengthening gender equality within society, the family and the community are planned (2006 Review of the SDC's special programme in Cuba report o, p. 20).</p> <p>Strategic principles: 1. Starting from the ongoing processes; 2. Continuous observation of a changing context; 3. Flexibility and availability; 4. Strategic alliances with other donors; 5. Focus on tangible short-term results; 6. Conflict prevention and management; 7. Knowledge management, exchange and use of ICT4D (2003 Strategic Orientation Cuba_2004-2006_final, p. 7)</p>	<p>"Strategic profile": Against the backdrop of current developments, the strategic concept consists of three orientations: (i) Continuity in the two thematic priorities and special emphasis on the transversal theme of gender. (ii) Sector policy dialogue, based on concrete experiences, in order to anchor innovations that have been tested in practice in state institutions in a broadly effective manner. (iii) Monitoring of transitions and changes in power in order to react to changes and the associated risks and opportunities at an early stage. (2007 Strategische Orientierung Kuba_2007-2010, p. 4)</p> <p>In addition: 1) Alignment with local dynamics, 2) flexibility, 3) Mult-level approach, 4) Setting up larger projects, 5) Connecting participatory processes with innovative solutions, 6) Networks / Communities of Practice; 7) Harmonisation with other donors; 8) Continued impact monitoring (2007 Strategische Orientierung Kuba_2007-2010, p. 9)</p> <p>The transversal theme of gender will be expanded and deepened on the basis of previous experience through: (i) Working with effective local and national partner institutions to increase the broad impact of the theme and to support the programme's projects. (ii) Embedding the theme in planning, implementation and monitoring in the two focal areas. Cuban society is marked by a generational conflict between an older generation that identifies with the Cuban development path and a young globalised generation. Despite the above-average integration of the Afro-Cuban population, there are increasing signs of latent discrimination (e.g. share of remittances).</p> <p>Objective: Equal access to resources and services is promoted by mainstreaming gender in the programme and additionally through specific projects in cooperation with strong local partner institutions. The aspects of living together in a pluricultural society and the fragile contract between generations are taken into account in the thematic priorities. Partners: Local and national partner institutions, NGOs, university institutes, line ministries. (2007 Strategic Orientation Cuba_2007-2010, p. 8)</p>
Main implementation modalities / methods / instruments	<p>Bilateral cooperation, humanitarian aid</p> <p>Direct consultancy for government entities, co-financing of international and local implementing partners, above all CSOs, for human capacity development, institutional development support, dialogue and network support with Cuba and internationally, access to technology and credits for small enterprises</p>	<p>Bilateral cooperation, humanitarian aid</p> <p>Direct consultancy for government entities, co-financing of international and local implementing partners, above all CSOs, for human capacity development, institutional development support, dialogue and network support with Cuba and internationally, access to technology and credits for small enterprises</p>
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>	<p>Humanitarian support focusing on recovery after natural disasters (especially hurricanes) and food security, ex. food power donations through World Food Programme and MediClub Cuba/Suiza support in areas such as production of medical drugs, modernisation of hospitals, psychotherapy, HIV prevention and more.</p>	<p>Humanitarian aid In view of the inadequate supply situation in the areas of health and nutrition, humanitarian aid humanitarian aid supports selective initiatives to improve the living conditions of the Cuban population. Due to the risk of natural hazards (hurricanes), it is also regularly involved in selective actions in the areas of emergency aid and reconstruction. and reconstruction. Humanitarian Aid also has expertise in the field of disaster risk reduction, which the SDC could incorporate into its special programme.</p>
Implementing organizations (SDC itself / consulting / NGO)	<p>SDC experts, mainly through government (national, regional, local), incl. ANAP (529.000 USD); MINBAS (401.000); PDHL Oficina del Historiador (397.000); CIERIC (243.000); Escuela de Cine (220.000); CIDEM (203.000), UNDP (PDHL Project) and other NGOs (importantly, e.g. Centro Felix Varela) (2006 Revisión del programa especial de COSUDE en Cuba informe, p. 12)</p>	<p>SDC experts, mainly through government (national, regional, local), local (e.g. Centro Felix Varela, CIERIC) and international/Swiss (e.g. MediCuba) NGOs, international organisation (e.g. UNDP), cultural institutes, local cooperatives (UBPC), Cooperativa de Producción Agropecuaria (CPA) credit and service cooperatives (CCS), Asociación Cubana de Producción Animal (ACPA), La Asociación Cubana de Técnicos Agrícolas y Forestales (ACTAF), Asociación de Técnicos Azucareros de Cuba (ATAC), local construction companies, and others</p>
Main partner organizations	<p>Ministry of Foreign Investment and Cooperation (MINVEC), other national, regional and local government authorities, incl. agricultural cooperatives and other state enterprises, national NGOs, university institutes, international organisations, private entrepreneurs</p>	<p>Ministry of Foreign Trade and Foreign Investment (MINCEX)*, other national, regional and local government authorities, incl. agricultural cooperatives and other state enterprises, national NGOs, university institutes, international organisations, private entrepreneurs</p> <p>*new Ministry formed as a result of a merger between MINCEX and MINVEC</p>
Key beneficiaries	<p>National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens</p>	<p>National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens</p>
Geographical/regional focus	<p>Country-wide</p>	<p>Country-wide</p>
Total budget *)	<p>2004: 3.3 m CHF(of which 1 m CHF humanitarian aid)</p> <p>2005: 6.8 m CHF (of which 4.8 m CHF in humanitarian aid)</p> <p>2006: 4.4 m CHF (of which 2 m CHF in humanitarian aid)</p>	<p>2007: 5 m CHF (of which 1.4 m CHF humanitarian aid)</p> <p>2008: 5.2 m CHF (of which 0.6 m CHF humanitarian aid)</p> <p>2009: 4.6 m CHF (of which 1 m CHF humanitarian aid)</p> <p>2010: 5.2 m CHF (no humanitarian aid)</p>
Relevant context factors (Switzerland/SDC)		<p>2007: Beginning of regular political dialogue between the Cuban Foreign Ministry and the DFA; 2008: For the first time, Switzerland has a development cooperation strategy that applies to all federal agencies; Special Programme Cuba one of 6 of the kind implemented by SDC worldwide</p> <p>2008: Martin Dahinden becomes new head of SDC, replacing Walter Fust who had led the agency since 1993</p>
Relevant context factors (country)	<p>EU suspends sanctions (2005), Cuba joins OHCHR (2006), trend towards left/centre-left governments in Latin America create more favourable international environment, economic indicators show positive trend (5% GDP growth rate, new agreements with Venezuela, China and other countries). Impact of the US embargo against Cuba remains severe, relations between the two countries poor. Economic recory has strengthened the political authority of the central state and led to a gradual re-centralisation in both the political and economic spheres. On human rights, restrictions on freedom of expression, association and movement have not improved, while Cuba was elected as a member of the Human Rights Council. The Cuban government demonstrates a willingness and responsibility to address social inequalities with programmes. Indications in favour of a peaceful succession of power and an orderly, institutionally ratified transition to a new generation of leaders (compare 2006 Review of the SDC Special Programme in Cuba report o, p. 2).</p>	<p>Spain reestablished development cooperation; EU lifts sanctions (2008)</p> <p>Cuban government states "2008 most difficult year for the economy since the fall of the U.S.S.R"</p> <p>"Despite the political stagnation, a lot has changed on a small scale in the past four years. A more open culture of discussion has developed. Criticism of the conditions in the country and the regime is openly voiced. There are numerous forums and blogs on the internet where more democratic alternatives to the system are discussed. Words like human rights, decentralisation, homophobia, racism were only said behind closed doors four years ago. Today they are part of the public debate (2009 Final Report Herbert Schmidt 2005-2009, p. 2).</p>
Important hints / comments	<p>Largest projects by financial contribution:</p> <ul style="list-style-type: none">· RECIC (401.000 USD)· NRU (387.300)· PDHL (332.000)· Postcosecha (307.000)· CIERIC (223.000)· Escuela Internacional de Cine (220.000)· Producción de piensos (220.000)· PDHL Habana vieja (215.000)	<p>social conflicts), the special programme will be evaluated in two years.</p> <p>The political, social and economic environment monitoring is carried out annually annual planning with the MERV (Monitoring of Changes Relevant to Development). changes). The MERV comprises 7 fields of observation. The analysis is carried out both carried out by the Cooperation Office as well as by a consultant.</p>

Timeline Cuba

	2011-14 (-16)	2017-21
Main / key objectives	To support the Cuban reform process aimed at improving participation in local development at the municipal level, using and consolidating the existing trust to contribute to lasting good relations between the two countries (<i>Stratégie de coopération avec Cuba pour 2011–2014</i>)	To contribute constructively to Cuba's further development by supporting the ongoing reform process to promote participatory and inclusive local development.
Theory of change	By means of development cooperation, which continues to focus on local participatory governance, Switzerland is contributing to ongoing reforms in Cuba. In doing so, already strong relations between the two countries are further deepened, thus creating a constructive and fraternal discussion climate that allows for difficult topics to be addressed as part of bilateral political dialogue and/or in multilateral frameworks. Specific support in the areas of participatory local governance (e.g. integrated municipal development strategies, modernised agricultural production, housing) as well as transversal themes, above all, the role of men and women, set concrete positive examples that the Cuban government integrates into the wider reform efforts to assure systemic effects.	By contributing to ongoing reforms and the strengthening of local initiatives, focusing on participatory and inclusive local governance (municipal management, sustainable local economic development, agriculture), Switzerland is contributing constructively to the development of Cuba. As a result, trustful relations between both countries are further strengthened, making constructive dialogue - increasingly also on highly sensitive topics - possible.
Thematic focus	<u>Participatory development strategy at municipal level:</u> 1) Increased welfare of families in the 35 municipalities where municipal governments, capable of managing local development in a participatory and economically viable manner, successfully implement the production projects envisaged in their local development strategies. 2) Strengthened active participation of the population in formal and/or informal community management spaces, and consideration of their demands by higher authorities; periodic and transparent accountability of the Municipal Board to the Municipal Assembly on the progress made in the implementation of the development strategy. (2011 Strategic Orientation Cuba_2011-2014, p. 13) - Improving the quality and quantity of the population's access to mostly locally produced food through the transformation of the local agricultural production, distribution and management system; - Increased satisfaction of housing needs, through new construction and rehabilitation of existing housing, by strengthening local production capacities (2011 Strategic Orientation Cuba_2011-2014, p. 13) 1. Capacities are established for the formulation and implementation of participatory EDM Municipal Development Strategies. 2. Increased access of the population to agricultural products in ten municipalities. 3. Increased satisfaction of the needs of the population in terms of construction, rehabilitation and maintenance of housing in ten municipalities. 4. Increased and strengthened participation of the population in the management of local development. 5. Changes in the roles of women and men in the family, work and public spheres in the areas of intervention. (2013 Mid-term review of the cooperation strategy, p. 4).	1) Participatory management of local development: Strengthening municipalities so that they are better able to manage their territory in a participatory manner, promote local initiatives and provide services. Develop and disseminate participatory tools to increase citizen participation in local processes. Support is provided to municipalities for the implementation, further development and dissemination of community development strategies (EDM), horizontal knowledge exchange among local authorities is promoted and "good practices" in local governance are documented and disseminated. (40 %); 2) Access to food: Promotion of sustainable and responsive agriculture; promotion of value chains with emphasis on: Innovation, diversification, processing and commercialisation. Increase sustainability of agriculture through organic production and use of renewable energy sources. Service cooperatives for agricultural innovation, diversification and climate adaptation (25%); 3) Sustainable local economic development: Promoting local economic development based on sustainable use of local resources within local development strategies. The capacities of communities to implement productive initiatives are strengthened, and training and advice (e.g. in business management, legal advice, etc.) is offered to private actors. Promote new forms of cooperation between local authorities and private actors (e.g. in housing, waste, transport, catering, etc.). To reduce post-harvest losses, the establishment of small processing enterprises is promoted (25%). <u>In addition, Switzerland wants to contribute to strengthening a practice-oriented vocational training system. (new!)</u>
Cross cutting themes / strategic principles	Expected results: 1) In line with the national objective of having more women at all levels of government and public institutions, there is a positive change in the role of men and women in the family, work and community in the programme areas; 2) The family code is amended in favour of women (2011 Strategic Orientation Cuba_2011-2014, p. 13)	Gender sowie die Reduktion und Vermeidung von Diskriminierungen jeglicher Art wird weiterhin sowohl als Transversalthema in allen Projekten behandelt, als auch mit spezifischen Aktivitäten gefördert. Jedes Projekt trägt zur Inklusion von benachteiligten Bevölkerungsgruppen bei, unabhängig von Geschlecht, Rasse, Alter oder anderen Unterschieden.
Main implementation modalities / methods / instruments	Bilateral cooperation, humanitarian aid (single waste treatment project for energy production in Havana) Direct consultancy for government entities, co-financing of international and local implementing partners, above all CSOs, for human capacity development, institutional development support, dialogue and network support with Cuba and internationally	Bilateral cooperation, humanitarian aid Direct consultancy for government entities, co-financing of international and local implementing partners, above all CSOs, for human capacity development, institutional development support, dialogue and network support with Cuba and internationally
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>	Continued humanitarian aid (food security, e.g. milk powder, as well as natural disaster relief - especially 2012 and 2016 in the aftermath of the hurricanes Sandy and Matthew)	Continues to be focused on disaster emergency response (especially hurricanes), milk power donations end in 2017
Implementing organizations (SDC itself / consulting / NGO)	SDC experts, mainly through government (national, regional, local), local (e.g. Centro Felix Varela, CIERIC) and international/Swiss (e.g. HIVOS, MediCuba) NGOs, international organisation (e.g. UNDP), cultural institutes, local cooperatives (UBPC), CPA, CCS, ACPA, ACTAF, ATAC, local construction companies, and others	SDC experts, mainly through government (national, regional, local) and non-governmental organisations, local (e.g. Centro Felix Varela, CIERIC, Federación de Mujeres Cubanas, Proyecto Palomas) and international/Swiss (e.g. HIVOS, Oxfam, MediCuba) NGOs, international organisation (e.g. UNDP), cultural institutes, local cooperatives (UBPC), national bodies such as CENESEX, Red Iberoamericana y Africana de Masculinidades RIAM and many more
Main partner organizations	Ministry of Foreign Trade and Foreign Investment (MINCEX), other national, regional and local government authorities, incl. agricultural cooperatives and other state enterprises, national NGOs, university institutes, international organisations, private entrepreneurs	Ministry of Foreign Trade and Foreign Investment (MINCEX), other national, regional and local government authorities, incl. agricultural cooperatives and other state enterprises, national NGOs, university institutes, international organisations, private entrepreneurs, TVET institutions
Key beneficiaries	National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens	National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens
Geographical/regional focus	Country-wide	Country-wide
Total budget *)	2011: 3.5 m CHF (of which 0.3 m CHF humanitarian aid) 2012: 5.8 m CHF (of which 0.5 m CHF humanitarian aid) 2013: 8.2 m CHF (of which 0.2 m CHF humanitarian aid) 2014: 10 m CHF (of which 0.6 m CHF humanitarian aid) 2015: 10.7 m CHF (of which 1.4 m CHF humanitarian aid) 2016: 13.7 m CHF (of which 0.6 m CHF humanitarian aid)	2018: 10.5 m CHF (of which 0.02 m CHF humanitarian aid) 2019: 12.2 m CHF (no humanitarian aid) 2020: 12.7 m CHF (of which 0.5 m CHF humanitarian aid) 2021: 10.9 m CHF (of which 0.5 m CHF humanitarian aid)
Relevant context factors (Switzerland/SDC)	2013: Cuba is selected as SDC priority country for development cooperation 2014: Manuel Sager replaces Martin Dahinden as head of SDC 2014: Vice Ambassador from now on also acting as Head of Cooperation 2015: Integration of SDC Cooperation Office and Embassy The Swiss Federal Council publicly welcomes the announcement by the Presidents of the USA and Cuba on 17 December 2014 that they intend to gradually normalise bilateral relations; Parliamentary motion to negotiate wider economic partnership agreement is turned down by government due to low level of economic relations (0,01 per cent of Swiss foreign trade);	2020: Patricia Danzi becomes new head of SDC, replacing Manuel Sager (2014 - 2020)
Relevant context factors (country)	PCC reform package adopted to boost the economy (2011), adoption of Five-Year-Plan 2011-2015 based on a collection of 313 principles, goals and measures for Cuba's economic and social development; normalisation of C-US relations under Obama (12/2014); Cuba abolishes "Exit Permits" removing crucial barriers for travel of Cubans and foreigners (2013); foreign direct investment remains restricted; Miguel Diaz-Canel elected Vice president (2013)	2018: Diaz-Canel becomes new President 2019: New constitution adopted Tropical Storm Laura (late 2020), Protests "largest since the Revolution" (7/2021)
Important hints / comments		2016: SDC Office operating with 9 staff, incl. two internationals and 3 national programme staff - "smallest office in DLAC"

Timeline Cuba

	2022-24 (exit)
Main / key objectives	To contribute constructively to Cuba's development, and - as part of the process of a responsible exit from bilateral cooperation - will focus on supporting ongoing reform processes and strengthening initiatives in its portfolio with high potential, focusing on participatory and inclusive management of local development. (2022 Exit Programme 2022-2024, p. 12)
Theory of change	As part of its exit strategy, Switzerland supports the Cuban government in harnessing existing innovative approaches among municipalities, local producers, and representatives of civil society, by effectively using upscaling potentials and contribute to systemic change. Together with greater alignment of legislation, policies, programmes and services, this will result in more democratic government, greater social inclusion, and an improved environment for sustainable economic development.
Thematic focus	1) Participatory management of local development: strengthening the capacities of municipal governments for the decentralised management of local development, with an emphasis on citizen participation, contributes to the implementation of local policies, programmes and projects that increase the availability and quality of goods and services and make it possible to address the priorities of disadvantaged groups. 2) Access to food: Promote sustainable agriculture geared to the population's demand: strengthening value chains, encouraging innovation, diversification of production, processing and marketing. Expand sustainability through organic production and the use of renewable energy. 3) Sustainable local economic development: Fostering local productive activity and services, as well as strengthening the capacities of municipal governments to encourage state and private actors in the local economy, contributes to generating new jobs, raising incomes and improving the access of women and disadvantaged groups to these benefits.
Cross cutting themes / strategic principles	Treated as crosscutting but mentioned as thematic priority #4: Gender and social inclusion: Cross-cutting theme aimed at providing local management with approaches, tools and resources for the implementation of projects that promote social and gender equity. Strengthen the capacities of specialists, local and national authorities as well as the collaboration with cultural institutions for the implementation of inclusion policies, as well as citizen information on gender rights and equality, contributing to reduce gender and social gaps.
Main implementation modalities / methods / instruments	Bilateral cooperation, humanitarian aid Direct consultancy for government entities, co-financing of international and local implementing partners, above all CSOs, for human capacity development, institutional development support, dialogue and network support with Cuba and internationally
Details on Humanitarian Support <i>(only for differentiation purposes, not the focus of this study)</i>	Continues to be focused on disaster emergency response (especially hurricanes)
Implementing organizations (SDC itself / consulting / NGO)	SDC experts, mainly through government (national, regional, local) and non-governmental organisations, local (e.g. Centro Felix Varela, CIERIC, Federación de Mujeres Cubanas, Proyecto Palomas) and international/Swiss (e.g. HIVOS, Oxfam, MediCuba) NGOs, international organisation (e.g. UNDP), cultural institutes, local cooperatives (UBPC), national bodies such as CENESEX, Red Iberoamericana y Africana de Masculinidades RIAM and many more
Main partner organizations	Ministry of Foreign Trade and Foreign Investment (MINCEX), other national, regional and local government authorities, incl. agricultural cooperatives and other state enterprises, national NGOs, university institutes, international organisations, private entrepreneurs, TVET institutions
Key beneficiaries	National government staff, staff of municipalities and regional authorities, farmers, entrepreneurs, NGOs, members vulnerable groups, citizens
Geographical/regional focus	Country-wide
Total budget *)	(allocated) 2022: 7 mln CHF (+0.5 mln. CHF humanitarian aid), 2023: 4 mln CHF (+0.5 mln. CHF), 2024: 2 mln CHF (+0.5 mln. CHF)
Relevant context factors (Switzerland/SDC)	With the International Cooperation Strategy 2021-2024, the Swiss Parliament decided to phase out (until 2024) its bilateral cooperation in Latin America in order to focus its efforts on other regions such as the Middle East and North and Sub-Saharan Africa (2022 Exit Cooperation Programme 2022-2024, p. 5).
Relevant context factors (country)	Most severe recession since the 1990s. State and government weakened internally by a highly centralised system of governance and externally by the collapse of an essential supplier and ally - Venezuela - which, combined with the pandemic and the tightening of the US embargo (2019-2020), seriously compromised the country's monetary reserves and the supply of goods and energy. Working macroeconomic indicators. Transition of executive power that began in 2018 continues to consolidate, with a new president who oscillates between ideological orthodoxy and pragmatic action. In the legal sphere, the new Constitution of 2019 allowed for important improvements in territorial planning, with legal advances for democratisation, decentralisation and economic development (e.g. legal recognition of private property). The persistence of important restrictions on civil and political rights, in particular the rights to peaceful assembly and association, freedom of expression, as well as the absence of independent legislative and judicial powers, have marked the daily life of Cubans and their relationship with the State for several decades. (compare 2022 Exit Cooperation Programme 2022-2024, p. 7)
Important hints / comments	

Timeline Haiti

	2006-2008	2011-2013
Main / key objectives	The main objective is to minimise the suffering and improve the living conditions of the most vulnerable men, women and children through concrete projects in the three defined action lines (cf. thematic focus).	The main objective is to support Haiti's efforts to rebuild and promote its economic performance and to make measurable contribution to improving the economic and social living conditions of the Haitian population.
Theory of change	<p>By contributing to an improvement of the nutritional status of especially vulnerable people (women and children), to a reduction to the spread of HIV/AIDS and to an improvement of living conditions of affected men, women and children, and to an improvement of basic services through the rehabilitation of social infrastructures, SDC reduces the suffering and improves the living conditions of the most vulnerable men, women and children.</p> <p>(derived, not explicitly mentioned in strategy document)</p>	<p>By investing in the sustainability of public infrastructure, income generation and the sustainable use of natural resources, and by systematically strengthening institutions wherever possible, SDC shall make a measurable contribution to the improvement of the economic and social living situation of the poor population of Haiti.</p> <p>(derived, not explicitly mentioned in strategy document)</p>
Thematic focus	Three focus areas: 1. Improved food security 2. Reducing the spread of HIV/AIDS 3. Rehabilitation of social infrastructure	Three focus areas: 1. Sustainable and secure social infrastructure 2. Improvement of the living conditions of the population 3. Sustainable management of natural resources, and protection against natural hazards
Cross cutting themes / strategic principles	<p>Strategic principles that are based on lessons learned from other actors and that SDC-HA wants to consider for its future approach:</p> <ul style="list-style-type: none">- Coordination and Cooperation;- Emergency Preparedness;- Human Insecurity;- Institutional Strengthening;- Mix of instruments,- Participatory Work;- Gender;- Contribution to Stability	<p>Key working principles and transversal themes are:</p> <ul style="list-style-type: none">- Empowerment of the target population, taking into account the power relations between social groups;- Integration of the population in planning and decision-making processes;- Policy dialogue based on practical experience and knowledge and in alliance with other donors. The aim is to increase system-relevant impacts (added value);- Institutional capacity building of state actors at all levels;- Reduction of vulnerability to natural disasters (Disaster Risk Reduction/DRR);- Equal opportunities between women and men,
Main implementation modalities / methods / instruments	Ad-hoc projects, covering most urgent needs (mixed instruments)	High degree of flexibility in the mix of instruments to be able to react quickly and efficiently to changing situations - integrative cooperation approach ("comprehensive aid"). Human and financial resources and implementation modalities of humanitarian aid and regional development cooperation are bundled to create synergies; use of "Sustainable Livelihood Approach"
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)</i> us)	<p>Main focus lies on humanitarian support.</p> <p>From 2007 onwards, ties through bilateral development cooperation were created.</p> <p>The humanitarian program has an office in same building as Consulate General in Pétion-Ville, sharing certain infrastructures and services.</p>	<p>From 2010 onwards, increased DC engagement and first medium-term program;</p> <p>Humanitarian Aid concentrates its actions thematically.</p>
	Ongoing urgent needs are blurring the line between humanitarian	
Implementing organizations (SDC itself / consulting / NGO)	Collaboration with (Swiss) aid agencies and charitable organisations who have been active in Haiti since the 1950s, use of existing structures and local knowledge also because SDC did not have a permanent base in Haiti. Multilateral: CICR, PAM, IFRC; Bilateral: Action Aid, AMI, CAP, Caritas, HSB, PAM	Continuous cooperation with Swiss NGOs, ICRC, WFP. On-going development programs continue to be implemented by Helvetas; some projects put out to public tender (local partners are also considered); Bilateral program support through multilateral organizations remains main implementation modality in emergency sector.
Main partner organizations	(Partnership with Haitian, Swiss and/or international organizations) No political partners are mentioned in strategy documents	(Partnership with Haitian, Swiss and/or international organizations) No political partners are mentioned in strategy documents
Key beneficiaries	<ul style="list-style-type: none">- women and children,- victims of the 2004 natural disaster- support to mainstreaming programmes of WFP and its NGO partners- decentralised clinics	Poorest of Haitian population
Geographical/regional focus	The North (North-West and North Departments), Artibonite and Port-au-Prince and its surroundings (West Department).	In the center and south of the country, Humanitarian Aid activities focus on peri-urban and rural areas affected by the earthquake southwest of Port-au-Prince; regional cooperation mainly targets rural areas.
Total budget *) *	Total: 10.0 Humanitarian presence Port-au-Prince (Office, coordination, project monitoring (HAS), emergency preparedness, protection): 2.4 1. Improved food security: 3.0 2. Reducing the spread of HIV/AIDS: 1.7 3. Rehabilitation of social infrastructure: 2.5 Other, reserves: 0.4	Total: 36.000 (in thousands of CHF)* 1. Sustainable and secure social infrastructure: 19.500 2. Improvement of the living conditions of the population: 12.000 3. Sustainable management of natural resources, and protection against natural hazards: 4.500
Relevant context factors (Switzerland/SDC)	<ul style="list-style-type: none">- SDC Portfolio analysis and declaration of special humanitarian aid (HA) programme and openig of HA program office in Haiti (2005)- C15Swiss honorary consulate became consulate general (2006), converted into embassy (2007) and integrated embassy in 2011	<ul style="list-style-type: none">- New York Donor Conference "Towards a New Future for Haiti" (2010)- Integration of SDC's program office into the Swiss Embassy (2011)- Switzerland expresses interest to be part of the coordination group of G12 (2012) and joins G12+ Group (2013)- Federal Council's message on international cooperation (2013-2016) includes Haiti as a new priority country for cooperation (Switzerland's commitment in fragile contexts)
Relevant context factors (country)	Elections (2006); Several severe tropical storms and hurricanes, Food riots (2008)	Earthquake (2010); Cholera outbreak (2010); Elections (2010); Hurricane Sandy (2012); Protests against high costs of living (2012)
Important hints / comments	2006-2008: Swiss Humanitarian Program for Haiti Haiti is not seen as priority country for bilateral cooperation	2011 - 2013: Medium-term programme, jointly implemented by HA and Regional Cooperation (RC). Switzerland is now an active component of aid coordination forums and is recognized as reliable actor and donor, ready to commit itself in the long term. Haiti is seen as priority country since 2013

*Remarks Budget:
The contribution for safe and sustainable social infrastructure also includes the costs of the Port-au-Prince Program Office
In 2011, humanitarian aid projects will also be financed with 1 million Swiss francs from third-party funds (Principality of Liechtenstein, La Roche, Chaîne du bonheur)
Program contributions to Swiss NGOs are not included

Timeline Haiti

	2014-2017	2018-2021
Main / key objectives	The general objective is to contribute to improving the living conditions of the poorest populations (primarily rural) and to strengthening the rule of law, by improving the resilience of the populations and the environment as well as by consolidating institutions.	Contribution to the construction of the autonomy of Haitian public and private institutions as well as institutions of the population, particularly the most vulnerable, in order to move towards a more resilient and equitable society and with greater well-being for all.
Theory of change	<p>By strengthening the capacities of civil society, institutional actors and individuals, as well as by improving the provision of basic services that take into account the needs of the most vulnerable populations, SDC contributes to the construction of a collective management and the promotion of a fairer social contract.</p> <p>(derived, not explicitly mentioned in strategy document)</p>	By contributing to local governments (local authorities and civil society) becoming actors in the development, reconstruction and resilience building of their communities, by contributing to improving the resilience to natural hazards and food security of family farms through increased productivity, profitability of their agricultural production and marketing systems, and improved governance of the agricultural sector, by contributing to Haitians participating in and benefiting more equitably from economic development in their territories, thereby improving economic and social inclusion and resilience, including for the poorest households, SDC works towards building the autonomy of Haitian public and private institutions as well as that of the population, especially the most vulnerable, to move towards a more resilient, equitable society, and with greater well-being for all.
Thematic focus	Three focus areas: 1. Rule of law and governance, 2. Agriculture and food security 3. Reconstruction and disaster risk reduction.	Three focus areas: 1. Local governance 2. Agriculture and food security 3. Employment and economic development
Cross cutting themes / strategic principles	All actions will take into account the cross-cutting themes: - Gender and - Governance.	<p>Cross-cutting themes: The strategy maintains two cross-cutting themes: - Governance, where it aims to improve the management of public affairs by following the principles of good governance (representation, efficiency/effectiveness, transparency and accountability, non-discrimination), and - Gender, where it encourages and supports the participation, empowerment and equal access of women to social, economic and political life in Haiti.</p> <p>In order to take into account the extreme environmental vulnerability of the country, all programmes will include a risk reduction/resilience building component</p> <p>Additionally, three working principles are at the centre of this strategy: - Putting actors at the center; - Nexus humanitarian aid/development cooperation; - Starting from the local level as a driver of change.</p>
Main implementation modalities / methods / instruments	Complementarity and alignment between approaches and tools of Humanitarian Aid and Regional Cooperation as well as Global Cooperation; see "details on humanitarian support" below	<p>Flexible and coherent approach around the three main themes; Haitians in the center of the own development, using humanitarian and development aid instruments in an articulated and integrated manner; building development from the local level; (strengthening of) consultation/coordination platforms</p> <p>Plus: see "details on humanitarian support" below</p>
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)</i> us)	<p>Complementarity between Humanitarian Aid and Regional Cooperation (RC) approaches are pursued and strengthened ("Comprehensive Approach").</p> <p>Mix of implementation modalities: HA concentrates 80% of its budget in direct projects, the rest in contributions to multilateral organizations. The RC favours the logic of contributions and mandates while seeking to promote public private partnerships (with the Swiss and Haitian private sectors).</p>	<p>The complexity of the Haitian context and the diversity of humanitarian aid instruments and South Cooperation continue to require flexible adaptation of implementation modalities. Most HA programmes are implemented directly.</p>
	n and development aid. Up to today, the commitment of Swiss cooperation is characterized by close collaboration between the development and humanitarian aid departments.	
Implementing organizations (SDC itself / consulting / NGO)	<p>Embassy and Cooperation Office ensure implementation, monitoring and steering of strategy.</p> <p>Direct projects, contribution to national and international partners and mandates while seeking to promote public-private partnerships and trilateral cooperation.</p>	<p>Overall responsibility for steering and implementing the strategy lies with Swiss Embassy in Port-au-Prince.</p> <p>Implementation of South Cooperation programs promotes mandates and contribution to programs by national actors. Mandates are selected through calls for tender on the basis of the three strategic cross-cutting themes.</p>
Main partner organizations	<p>Main national partners: sector ministries, local authorities and civil society; Stronger direct strategic partnerships with multilateral agencies (IDB, UN organizations, UNDP, World Bank, WFP, ICRC, CIDA, AECID, plus strategic partnerships and trilateral cooperation with emerging countries</p>	<p>The 2018-21 strategy prioritizes strengthening partnerships with national authorities and stakeholders and opportunities to contribute to the programs of sectoral ministries and national partners are exploited.</p> <p>IDB is a major strategic partner.</p> <p>Continuous active involvement in coordination between governments and donors, sectoral consultation forums, strengthened partnership with inter-NGO consultation forums</p>
Key beneficiaries	<p>Most vulnerable population Civil Society Institutional actors and individuals State authorities, sectoral governance structures Farmers</p>	<p>Citizens, Users of public services Farmers Informal sector employees Young people</p>
Geographical/regional focus	Southern Region (West, Nippes, South, Southeast)	Great South with its four departments. The strategy concentrates its activities on the south coast in the South department and in the district of Jacmel (South East department). By focusing on these areas, Switzerland is moving towards a territorial approach that supports development dynamics in functional territorial spaces that link medium-sized cities with peri-urban and rural territories. Activities remain largely rural-oriented
Total budget *) *	<p>Total: 79 million CHF Regional Cooperation: 45 million Humanitarian Aid 34 million</p> <p>1. Rule of law and governance: RC: 24.925.000, HA: 2.000.000 2. Agriculture and food security: RC: 10.620.000, HA: 6.800.000 3. Reconstruction and disaster risk reduction.: RC: 2.000.000, HA: 21.350.000 Others: RC: 1.120.000, HA: 660.000 Management: RC: 6.575.000, HA: 3.181.000</p>	<p>Total Budget: 73.9 million CHF Financed 65% by Cooperation South and 35% by HA</p> <p>1. Local governance: 30.6 2. Agriculture and food security: 27.3 3. Employment and economic development: 12.4 Other: 3.5</p>
Relevant context factors (Switzerland/SDC)	<p>First strategy of Swiss Cooperation</p> <p>Haiti is seen as new priority country for cooperation as part of the strengthening of Switzerland's commitment in fragile contexts. Switzerland presents itself as a new actor with a long-term commitment and a participatory and inclusive approach that priorities institution building.</p>	
Relevant context factors (country)	Anti-government protests (2014); Elections (2015-16); Hurricane Matthew (2016)	Anti-corruption protests (2019); Covid (starting 2020); Earthquake (2021), Assassination Moïse (2021); Protests (2021)
Important hints / comments	<p>2014-2017 cooperation strategy moves from mainly post-earthquake commitment to reconstruction to a medium-and long-term sustainable development orientation with a reinforced focus on fragility reduction</p> <p>Creation of Swiss foundation "Chaîne du Bonheur" after Hurricane Matthew (2016)</p>	<p>Committee of CICR ended its mission in June 2017 (after 23 years in Haiti), as well as MINUSTAH, both were relevant actors that left</p> <p>Switzerland ranks 9th in principal (donor) partner for Haiti</p>

Timeline Haiti

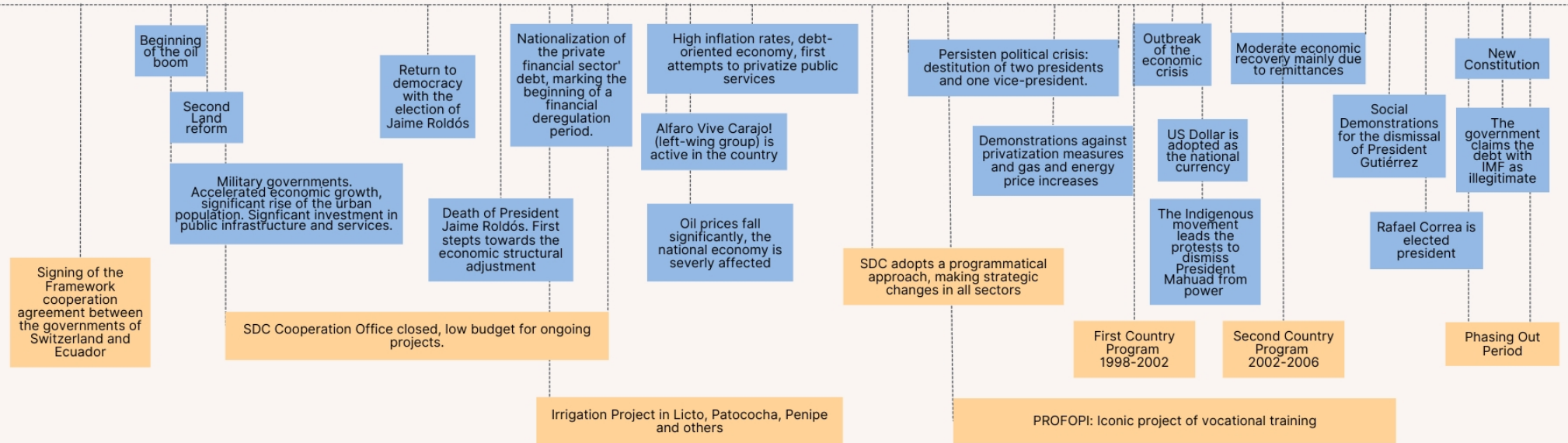
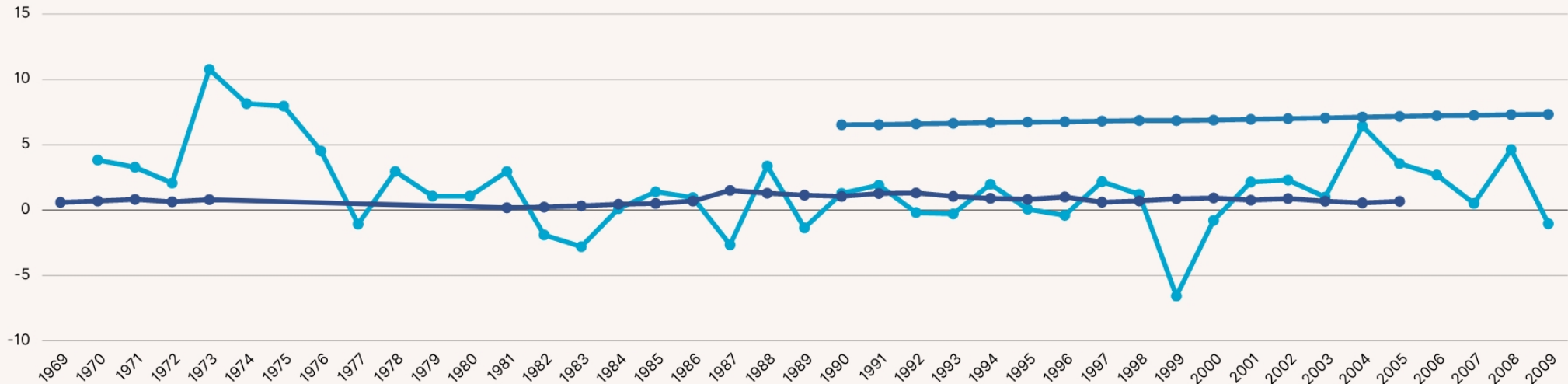
	2022-2024
Main / key objectives	Main objective is to alleviate the fragility and vulnerability of Haitian society and to respond to the needs of the most precarious populations in order to move towards a more resilient, just and equitable society.
Theory of change	If citizen participation and good governance of local communities and agricultural value chains are strengthened, if the risk and disaster management system and the capacity of institutions at local and national levels are strengthened, then the delivery of public services and agricultural advice will continue to improve, institutions will be more resilient, disaster risks can be identified and assessed, and urban and rural populations will adopt disaster prevention measures. Then, the delivery of public and agricultural advisory services will continue to improve, institutions will be more resilient, disaster risks can be identified and assessed, and urban and rural populations will adopt effective prevention measures. Because local authorities and civil society will have initiated a dynamic of social cohesion and the government will have put in place functional departmental structures that support local structures.
Thematic focus	Two focus areas: 1. Local governance and strengthening the resilience of people and institutions 2. Shock-resilient economic development
Cross cutting themes / strategic principles	Cross-cutting themes: the promotion of human rights and gender equality, conflict sensitivity (CSPM) and disaster risk reduction will continue to be themes in all of Switzerland's activities in Haiti. The role of women in sectional bodies (local level at the communal section level) will be promoted to strengthen their financial autonomy. The economic resilience of the most vulnerable populations will be increased. In the event that disasters strike Haiti again, whether natural or man-made, and regardless of the geographical area, Switzerland will respond according to the nature of the needs. Through the nexus approach, it will be possible to adapt quickly and provide emergency aid for recovery and reconstruction. In addition, Switzerland will continue its commitment to the promotion of culture and the arts in Haiti. It will demonstrate the added value of Swiss co-operation that values diversity, dialogue and inclusion
Main implementation modalities / methods / instruments	Four main working principles: 1. Consolidation of achievements; 2. Institutionalisation of programs or their takeover by partners (phasing over); 3. Strengthening the triple nexus of humanitarian/development/peace 4. keeping actors at the center of the transfer and learning process
Details on Humanitarian Support <i>(only for differentiation purposes, <u>not</u> the focus of this study)us</i>	Strategy increasingly oriented towards most urgent humanitarian needs and sustainable reconstruction. Areas of intervention of 2018-21 strategy are reformulated to foster synergies between existing humanitarian aid and development cooperation programs through the two thematic priorities of 22-24 with a Humanitarian Program Office beyond the withdrawal of bilateral cooperation in Latin America. Switzerland stays present in Haiti after 2024 with a Humanitarian Program Office. Closure of bilateral cooperation program requires responsible exit strategy with a reorientation towards humanitarian aid.
Implementing organizations (SDC itself / consulting / NGO)	Programmes are implemented by contractors/consortia of contractors or by direct implementation (e.g. cocoa sector with IDB, vocational training framework with AFD/EU, creative industries with IDB) HA: financial and technical contributions to the WFP
Main partner organizations	
Key beneficiaries	Local authorities, civil society organisations, family farms, farmers' organisations, cooperatives, also Ministry of Interior and Territorial Collectives, departmental administrations, Federation of Mayors, Professional training actors; Micro-entrepreneurs, extremely vulnerable women, artists from disadvantaged neighbourhoods, craftsmen's associations, vocational training centres, women's organisations, the National Institute for Vocational Training (INFP), the Ministry for Women's Affairs (MCFDF), and the authorities (national and local) in charge of helping the most vulnerable,, microfinance institutions and the ministries in charge of agriculture and the environment
Geographical/regional focus	The Grand Sud, i.e. the departments of the South, the South-East and the Grand'Anse
Total budget *) *	Total Budget 43.5 Mio CHF South Cooperation: 24.0 HA: 19.5
Relevant context factors (Switzerland/SDC)	Phasing out of bilateral DC and strengthening of Humanitarian Programme Office The current bilateral program will end at the end of 2023. Switzerland's commitment in Haiti will continue, including with Swiss NGOs, multilateral cooperation at regional and international level, as well as humanitarian aid programs with focus on emergency response, risk reduction, strengthening resilience to natural disasters, peace and security, human rights, prosperity and sustainability. The planning for the responsible exit from bilateral cooperation in Haiti is the main challenge of the 2022-24 cooperation program
Relevant context factors (country)	Covid-19 and increase of gangs and resurgence of kidnappings and assassinations
Important hints / comments	Switzerland ranks 6th in principal (donor) partner for Haiti and benefits from a good image in Haiti

Annex 5: Dynamic Theories of Change | Meta-Analysis

SDC's Engagement in Ecuador

Summary of Key Indicators, Events and Theories of Change

■ GDP per capita growth (annual %) ■ HDI x 10 ■ ODA (% of GDP)



ToC 1969-1981

In a predominantly rural context, in which in spite of the rapid urban growth agriculture plays a key role, Swiss technical cooperation can support a better agricultural techniques through technological transfer and construction of (main-ly, but not only irrigation) infra-structure, which allows higher levels of productivity in the production chains of the main export goods, and will consequently raise the income level of the poorest group within the country, the peasant and indigenous population.

ToC 1982-1990

In the absence of a national rural and local development strategy, Swiss technical cooperation can strengthen local development processes by providing technical assistance and trainings both on the supply (allowing access to water through irrigation and diversifying production) and demand side (fostering the growth of markets and improving commercialization mechanisms) of agricultural production, and throughout raising the income level of indigenous communities and improving their living conditions.

ToC 1991-1997

Based on a programmatic approach, in a context of growing socio-economic inequalities, weakened state capacities and low productive investment, SDC can contribute to the territorial development by focusing on the urban-rural economic dynamics, by, on the one hand, raising agricultural productivity in a sustainable way and, on the other hand, supporting small urban enterprises, thus raising income levels in general but especially those of rural and indigenous population.

ToC 1998-2002

Surrounded by a marked political instability and in the middle of a complex socio-economic crisis, SDC can contribute to the empowerment of the most disadvantaged population in the country by improving local capacities through: the provision vocational training programs, support to small industry and agriculture, and by fostering the protection and sustainable use of their natural resources, allowing this disadvantaged population to become an agent in their own development process.

ToC 2002-2006

In a context of marked socio-economic inequalities, SDC aims to promote empowerment of the vulnerable population -especially of indigenous communities- through the strengthening of organizational and economic capacities, and by supporting the promotion of equity between men and women, thus allowing access to resources and social services and enabling their participation in decision-making spaces, making a 'bottom-up' contribution to a better governance and to the fight against corruption.

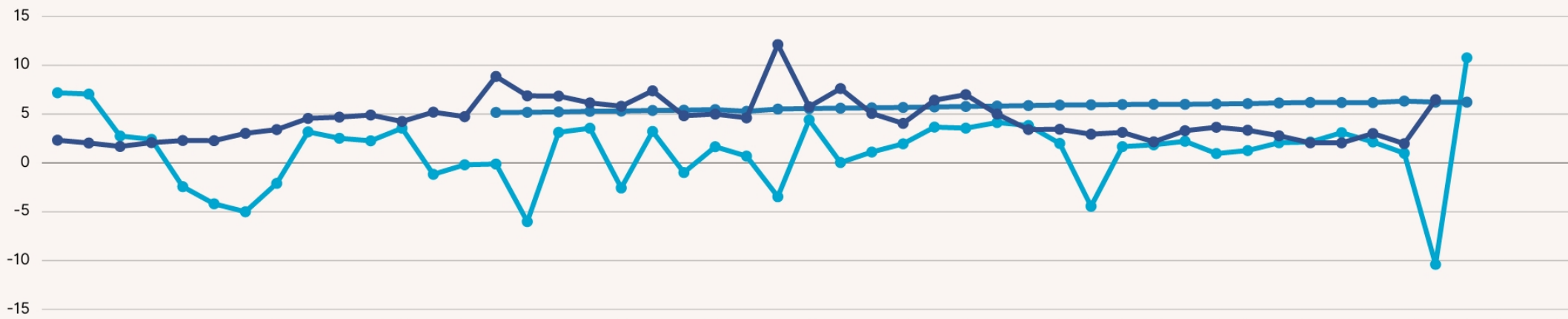
ToC 2007-2009

In order to conduct a responsible exit of the country and to deliver the highest amount of benefits to the meta group, SDC finishes the co-financed projects in close coordination with the local beneficiaries, counterparts, and implement-ing organizations, placing efforts to multiply the effects of the Swiss cooperation and to assure the sustainability of the achieved results in the different thematic sectors.

SDC's Engagement in Honduras

Summary of Key Indicators, Events and Theories of Change

■ GDP per capita ■ HDI x 10 ■ Net ODA received (% of GNI)



Very pronounced US dominance in all development related, economic and political spheres during the 80s- and 90s and early-mid 2000s.

Signature of the intergovernmental framework agreement on development cooperation signed on December 7, 1978.

End of Contra War in Nicaragua

In 1993, Nicaragua was selected as the new focus country, which required shift of activities from Honduras to Nicaragua including shifting the Coordination Office responsible for operational support of the program from Honduras to Nicaragua.

Hurricane Mitch.

The coup d'Etat in 2009, when the Supreme Court ordered the removal of president Zelaya deeply divided the country and raised tensions and political conflictivity

Covid-19 arrives in Honduras.

2018 For the first time, SDC lists amongst the approaches the notion of "Out of fragility".

Security management in Honduras received greater attention in the 2013-2017 period.

2018 For the first time, migrants are specifically mentioned as target group of SDC's activities in Honduras

For the first time, a logical framework including impact hypothesis was included in the strategy for the period 2013-2017

First and only independent PRAC evaluation (for the period 1999-2005).

For the first time, SDC and SECO jointly elaborated a strategy, the 1999-2005 Regional Program for Central America. To be repeated only for the 2007-2012 Regional Program.

During the 1993-2005 period there was a momentum for greater diversification of partner organizations, amongst other to reach a broader distribution of risk.

Reflections on gender starting in 1986 paved the way for a more dedicated integration of gender as a cross-cutting theme

SDC laid the foundation for a Regional Strategy.

Entry in Honduras through a project together with ILO: "Rural vocational training". This project served for a few months as SDC's antenna in Honduras.

ToC 1982-1985

The DEH promotes processes in the area of agricultural vocational training, agrarian reform, smallholder support, rural water supply, dairy sector, agricultural technology, food security and integrated rural development that enable the population to meet their basic needs by their own means. The type of assistance and projects are determined by the priority needs of the beneficiaries in a participatory manner. Altogether, this supports the integral development of the human being.

ToC 1986-1992

DEH supports the agricultural sector to improve deficient subsistence agriculture in terms of production, productivity, storage and marketing. In the forestry sector, DEH promotes activities that generally contribute to the implementation of a forestry policy that preserves the ecological balance and leads to an improved integration of the forestry sector into the other economic sectors. In the health sector, DEH supports efforts that aim at physical, mental and social health of the population. DEH promotes measures aimed at creating jobs in the artisanal and small-scale industries sector. DEH promotes housing and settlement construction. Altogether, this supports the target population in Honduras to better meet their basic needs.

ToC 1993-1998

On macro-level, the Swiss Cooperation strengthens the government in improving the economic, political and institutional framework. On sector level, the Swiss Cooperation support the rural population in their productive activities (agriculture and rural development), supports the water and sanitation sector to improve health and prevent waterborne diseases, as well as a starting point for education and strengthening the organization and management of communities, contributes to the protection and sustainable use of natural resources, and support business promotion and vocational training. Altogether, this supports the better satisfaction of the basic needs of the disadvantaged sections of the population and the best possible development of people in their natural, cultural and social environment.

ToC 1999-2005

The Swiss Cooperation contributes to a transformation of smallholder subsistence agriculture towards market-oriented and ecologically sustainable agriculture. The Swiss Cooperation contributes to the acceleration of a comprehensive supply of water and sanitation in rural areas that remains sustainable and functional in the long term (approx. 20 years). The Swiss Cooperation promotes the competitiveness of small and medium-sized enterprises (SMEs) and producers. SECO specifically contributes to the improvement of the economic policy framework, trade and investment promotion. Swiss humanitarian aid contributes to a rapid and visible reconstruction in selected zones and topics. Altogether, this contributes to the satisfaction of the basic needs of disadvantaged sections of the population.

ToC 2007-2012

The Swiss Cooperation contributes to the sustainable development of MSME and thereby to income and employment generation, through improved market access emphasizing local, regional and international chains of value addition, mainly of agricultural origin. The Swiss Cooperation contributes to good governance, particularly with respect public finance management, effectiveness of public spending, transparency and accountability, citizen participation, public control and social audit. The Swiss Cooperation enables poorer population's sustainable access to basic public services of good quality. SDC Humanitarian Aid moves to a "prevention and integrated risk and disaster management" approach. Altogether, this contributes to poverty reduction and promotes an equitable and sustainable development.

ToC 2013-2017

SDC strengthens value chains and local economic development with a pro-poor focus, strengthens partner organizations in selected value chains in policy work to better engage in policy dialogue and improve framework conditions, facilitates the incorporation of DRR and CCA in the value chains and supports the coordination and application of legal frameworks/international agreements through the watershed councils. Altogether, this contributes to poverty reduction and promotes an equitable and sustainable development.

ToC 2018-2021

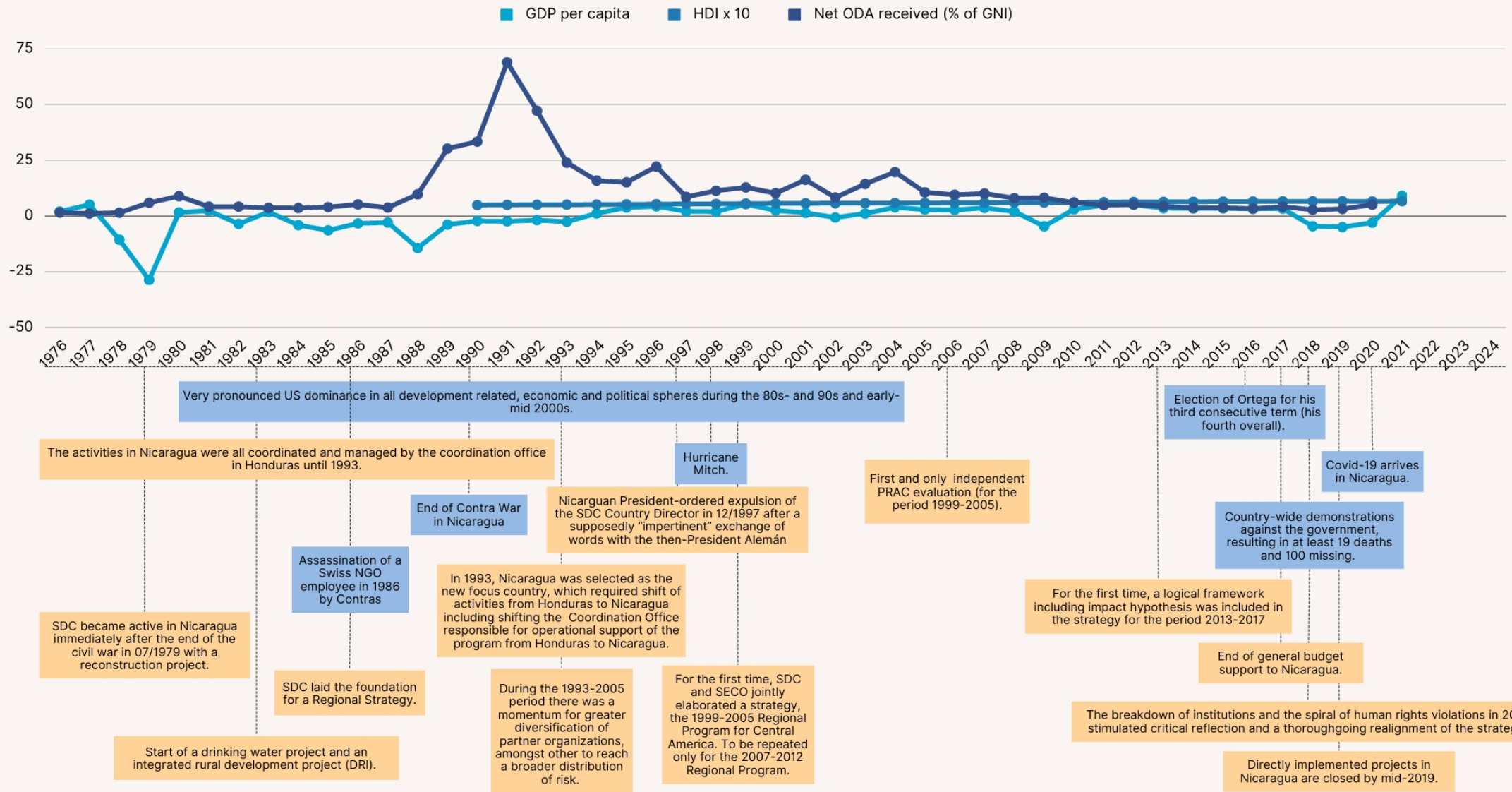
SDC contributes to the systemic construction of the chain of justice, promotes and supports the empowerment and development of civil society organizations and networks, creates incentives and mechanisms so that public and private stakeholders address the causes of conflicts and territorial fragilities, supports the government and territorial public and private stakeholders and address the causes of conflicts, supports rural and semi urban families and private companies in the use of technologies and works, facilitates the incorporation of DRR and CCA in the value chains and supports the coordination and application of legal frameworks/international agreements through the watershed councils. Altogether, this promotes sustainable and equitable development in Central America.

ToC 2022-2024

SDC contributes to strengthening the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights, supports the inclusion of vulnerable and excluded groups in territorial economic development with shared governance and respecting economic, social and cultural rights, and contributes to resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources. This leads to fostered sustainable and equitable development in Central America.

SDC's Engagement in Nicaragua

Summary of Key Indicators, Events and Theories of Change



ToC 1993-1998

On macro-level, the Swiss Cooperation strengthens the government in improving the economic, political and institutional framework. On sector level, the Swiss Cooperation support the rural population in their productive activities (agriculture and rural development), supports the water and sanitation sector to improve health and prevent waterborne diseases, as well as a starting point for education and strengthening the organization and management of communities, contributes to the protection and sustainable use of natural resources, and support business promotion and vocational training. Altogether, this supports the better satisfaction of the basic needs of the disadvantaged sections of the population and the best possible development of people in their natural, cultural and social environment.

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ToC 2007-2012

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ToC 2013 - 2017

SDC strengthens value chains and local economic development with a pro-poor focus, strengthens partner organizations in selected value chains in policy work to better engage in policy dialogue and improve framework conditions, strengthens and supports reforming security institutions, strengthens investment management, supports citizens' participation, promotes synergies to facilitate the implementation of national and sectoral development plans, supports disaster risk reduction and climate change adaptation and provides inputs and sets examples to further develop regional, national and local strategies. Altogether, this contributes to poverty reduction and promotes an equitable and sustainable development.

ToC 2018 - 2021

SDC contributes to the systemic construction of the chain of justice, promotes and supports the empowerment and development of civil society organizations and networks, creates incentives and mechanisms so that public and private stakeholders address the causes of conflicts and territorial fragilities, supports the government and territorial public and private stakeholders and address the causes of conflicts, supports rural and semi urban families and private companies in the use of technologies and works, facilitates the incorporation of DRR and CCA in the value chains and supports the coordination and application of legal frameworks/international agreements through the watershed councils. Altogether, this promotes sustainable and equitable development in Central America.

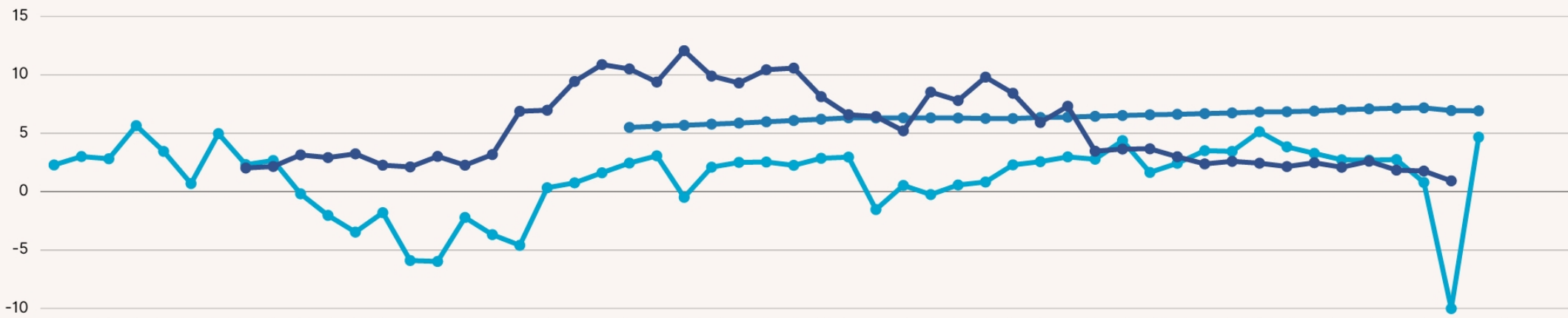
ToC 2022 - 2024

SDC contributes to strengthening the rule of law with a focus on inclusive governance and respect for political, civic, economic, social and cultural rights, supports the inclusion of vulnerable and excluded groups in territorial economic development with shared governance and respecting economic, social and cultural rights, and contributes to resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources. This leads to fostered sustainable and equitable development in Central America.

SDC's Engagement in Bolivia

Summary of Key Indicators, Events and Theories of Change

■ GDP per capita growth (annual %) ■ HDI x 10 ■ Net ODA received (% of GNI)



Period of nationalist-oriented military governments ('64-'82)

Foundation of the Ministry of Planning

Brutal coup d'état of General García Meza

Inauguration of a democratic government

Severe economic crisis

Comprehensive economic (neoliberal) and political reform processes

Beginning of radical structural adjustment measures

For the first time in LAC, Switzerland is applying bilateral balance of payments assistance

Development of the first multi-annual country programme for Bolivia

BAWI (later SECO) initiates bilateral cooperation activities in the country

Period of economic recovery

Adoption of the Environmental Act

Adoption of the People's Participation Act

Privatisation of the six large state-owned companies

Adoption of the Decentralisation Act

Social unrest, demand for extended democratisation

1998-2003: First jointly prepared multi-annual country programme between SDC and BAWI (later SECO).

Presidency of Evo Morales ('05-'19)

Beginning of far-reaching reform processes in the country focusing on reducing inequalities and combatting poverty

The Grupo de Socios para el Desarrollo de Bolivia (GruS) is created.

End of SECO's bilateral cooperation activities (from 2017 on complementary measures taken up again)

Bolivia becomes associate member of MERCOSUR

Constitutional Court establishes indefinite re-election of President and Vice-President

Post-electoral political and human rights crisis

COVID-19

Bolivia is expected to become an upper middle-income country in 2024

Phasing out of SDC's bilateral cooperation

ToC 1969-1980

If targeted technical advice to agricultural producers in the areas of livestock, fodder seeds and agricultural mechanisation is implemented, through entry points at the local level, at the Ministry of Agriculture and the University of Cochabamba, a contribution can be made to the further development of overall agricultural production and thus to poverty reduction in the country.

ToC 1982-1992

If in addition to project-level technical support, the country's stabilization at macro level is supported, projects will have a better chance to achieve a sustained impact. If the agricultural sector is further strengthened, production efficiency increased and rural infrastructure improved, if micro-entrepreneurs in urban areas are supported in their activities and if the overall social costs of the economic adjustment process can be mitigated by internationally-financed targeted actions, not only the country's economic development, but also the democratic and social development will be effectively fostered, thereby in the long-run improving the satisfaction of the population's basic needs.

ToC 1993-1997

If the macroeconomic and institutional adjustment process continues to succeed, if agricultural processes are further developed through training and improved production bases, thereby keeping in mind the conservation and sustainable use of natural resources; if urban traders are effectively supported through training and access to credit, and if civic participation is steadily improved, disadvantaged parts of the population will be supported in advancing their development by their own efforts, thereby achieving better satisfaction of their basic needs.

ToC 1998 - 2008

If small family farmers in the highlands and small and medium-sized enterprises in urban areas are effectively supported in exercising their civil rights and participating in social decision-making processes; if the investment climate and production conditions as well as access to financial services and vocational training are improved; and if the sustainable use of natural resources and the reduction of environmental pollution is further developed, the basic needs of the disadvantaged parts of the population will be better met, poverty reduced and the quality of life of the population improved.

ToC 2008 - 2021

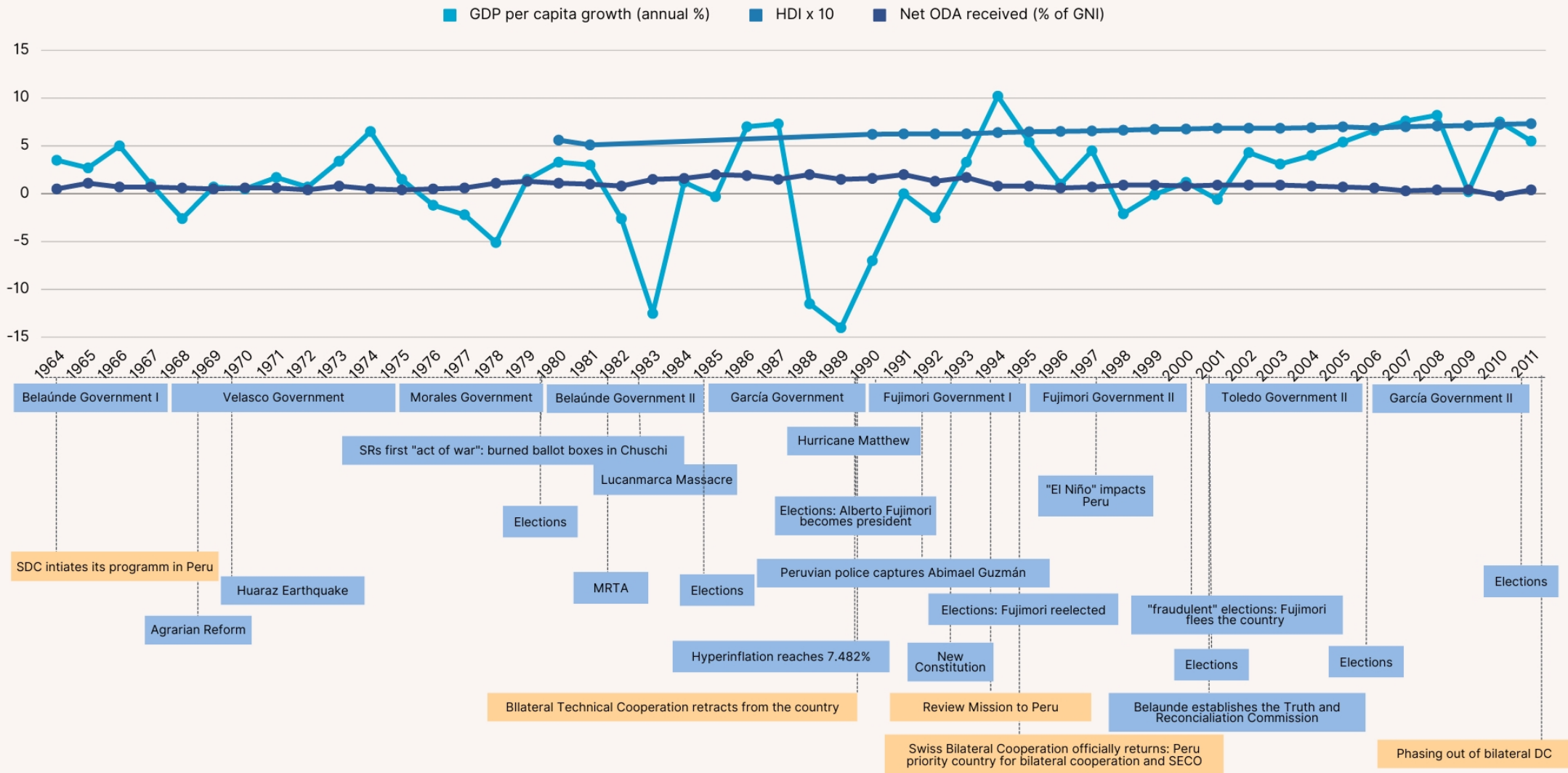
If the rule of law is further promoted, civil society strengthened and the provision of government services at the community level improved, if vocational training for disadvantaged groups as well as services for rural business development are further developed, and if planning and maintenance of systems for sustainable use of natural resources as well as the populations' resilience to negative effects of climate change are improved, then Bolivia's sustainable development will be promoted, poverty and inequalities will be reduced, and the resilience of the population and institutions will be increased.

ToC 2022-2024

If actions to ensure the continuity of work in the field of access to justice services and the campaign against violence against women are consolidated, if the country's economic and productive development is further supported, and if institutional capacities to adapt to climate change and solve environmental problems are effectively strengthened, then following the phasing out of Switzerland's bilateral cooperation, the resilience of communities and institutions will have been strengthened, forums for dialogue will have been expanded, and there will be actors in a position to promote sustainable development and the reduction of poverty and inequalities.

SDC's Engagement in Peru

Summary of Key Indicators, Events and Theories of Change



ToC 1965 - 1981

By supporting livestock projects in the country, one can assure better resilience, better production processes and the necessary support to the beneficiaries and consequently raise the income level of the poorest group within the country, namely farmers and the indigenous population.

ToC 1982 - 1991

If the institutional adjustment/decentralisation processes continue to succeed, if agricultural processes are further developed through training and direct support to the beneficiaries, if the conservation and sustainable use of natural resources and ecological balance is ensured, if the urban population is effectively supported in gaining a higher income through technical education, overall the scientific and technological development, the strengthening of the management capacities of the state and the fight against poverty will progress, thereby achieving better satisfaction of the population's basic needs.

ToC 1995 - 2002

Through economically improved and ecologically sustainable use of the production base, poverty is to be combated, the income of the rural population increased, market-oriented production promoted and food security improved. Through a stronger competitiveness and productivity of small enterprises, (urban) poverty is directly combated.

ToC 2002 - 2007

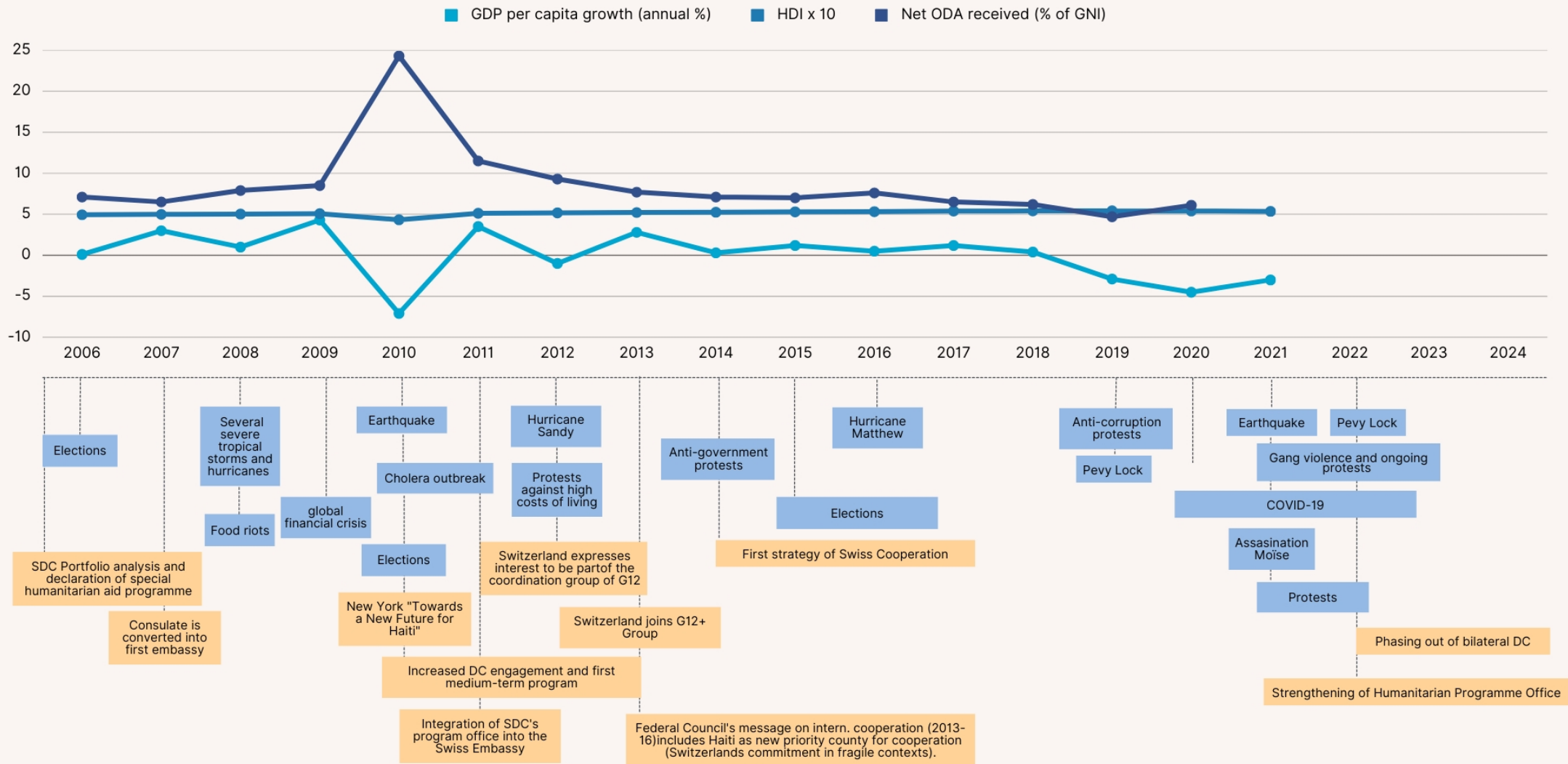
If all citizens have the opportunity to participate in private and public tasks, a broader civil society assumes personal responsibility and actively participates in public tasks. On the one hand an organised civil society exercises control and demands accountability, on the other hand this increases the legitimacy of the state and promotes the social integration of society. Furthermore, if sustainable economic development is socially and regionally balanced, the state and its institutions (executive, legislative and judiciary) regulate and create favourable framework conditions that are used creatively and productively by the private sector. A subsidiarity-based division of labour between the private sector and state institutions - at the appropriate level in each case - improves access to services and increases their coverage.

ToC 2007 - 2012

Stronger, democratic public institutions at all levels manage resources transparently, efficiently and enable equal citizen participation and access to basic services. A sound and stable monetary policy frameworks, improved access to credit for small and medium-sized enterprises (SMEs) through the generation of innovative financing instruments and increased competitiveness of SMEs in the regions and in Lima enable the creation of stable jobs as well as an improvement in the income of the poorer population groups (Pro Poor Growth). A stronger and more efficient cooperation between local, regional and national actors work effectively together to reduce the vulnerability of the population to natural disasters and climate change and to promote sustainable use of natural resources (in particular water).

SDC's Engagement in Haiti

Summary of Key Indicators, Events and Theories of Change



ToC 2006-2008

By contributing to an improvement of the nutritional status of especially vulnerable people (women and children), to a reduction to the spread of HIV/AIDS and to an improvement of living conditions of affected men, women and children, and to an improvement of basic services through the rehabilitation of social infrastructures, SDC reduces the suffering and improves the living conditions of the most vulnerable men, women and children.

ToC 2011-2013

By investing in the sustainability of public infrastructure, income generation and the sustainable use of natural resources, and by systematically strengthening institutions wherever possible, SDC shall make a measurable contribution to the improvement of the economic and social living situation of the poor population of Haiti.

ToC 2014 - 2017

By strengthening the capacities of civil society, institutional actors and individuals, as well as by improving the provision of basic services that take into account the needs of the most vulnerable populations, SDC contributes to the construction of a collective management and the promotion of a fairer social contract.

ToC 2018 - 2021

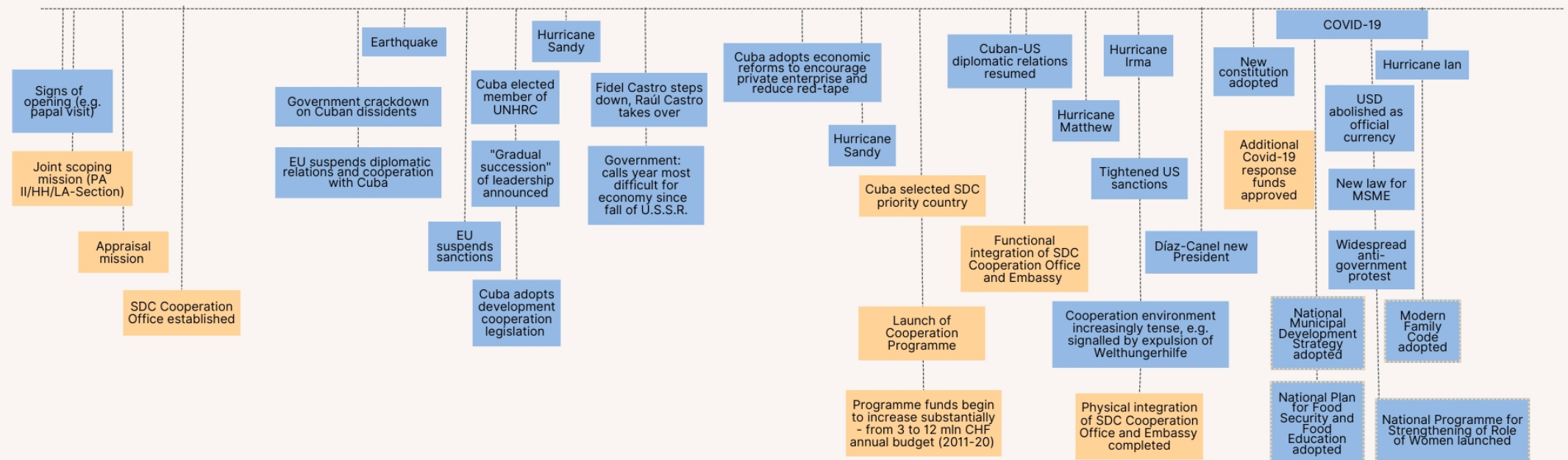
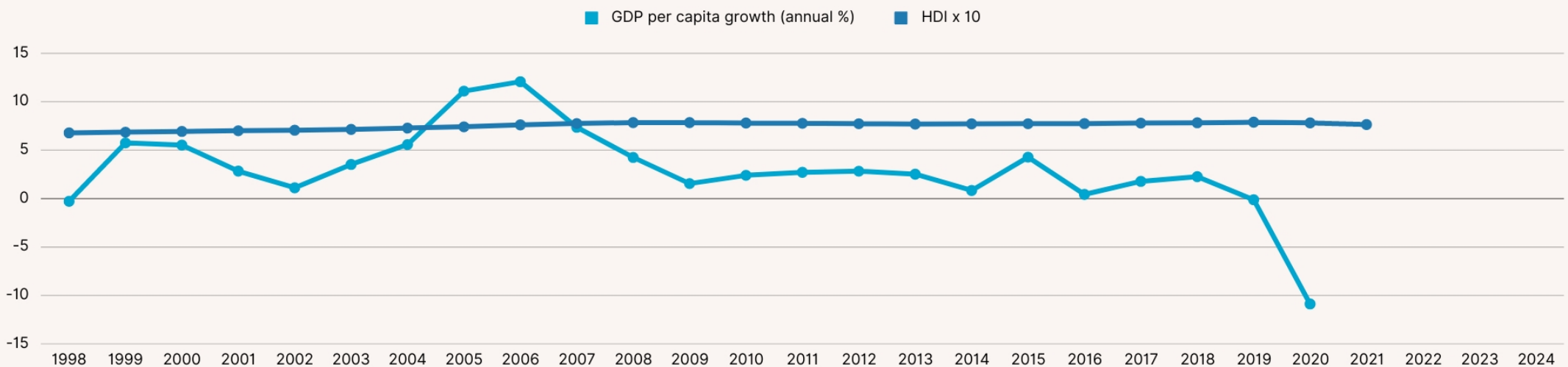
By contributing to local governments (local authorities and civil society) becoming actors in the development, reconstruction and resilience building of their communities, by contributing to improving the resilience to natural hazards and food security of family farms through increased productivity, profitability of their agricultural production and marketing systems, and improved governance of the agricultural sector, by contributing to Haitians participating in and benefiting more equitably from economic development in their territories, thereby improving economic and social inclusion and resilience, including for the poorest households, SDC works towards building the autonomy of Haitian public and private institutions as well as that of the population, especially the most vulnerable, to move towards a more resilient, equitable society, and with greater well-being for all.

ToC 2022 - 2024

If citizen participation and good governance of local communities and agricultural value chains are strengthened, if the risk and disaster management system and the capacity of institutions at local and national levels are strengthened, then the delivery of public services and agricultural advice will continue to improve, institutions will be more resilient, disaster risks can be identified and assessed, and urban and rural populations will adopt disaster prevention measures. Then, the delivery of public and agricultural advisory services will continue to improve, institutions will be more resilient, disaster risks can be identified and assessed, and urban and rural populations will adopt effective prevention measures. Because local authorities and civil society will have initiated a dynamic of social cohesion and the government will have put in place functional departmental structures that support local structures.

SDC's Engagement in Cuba

Summary of Key Indicators, Events and Theories of Change

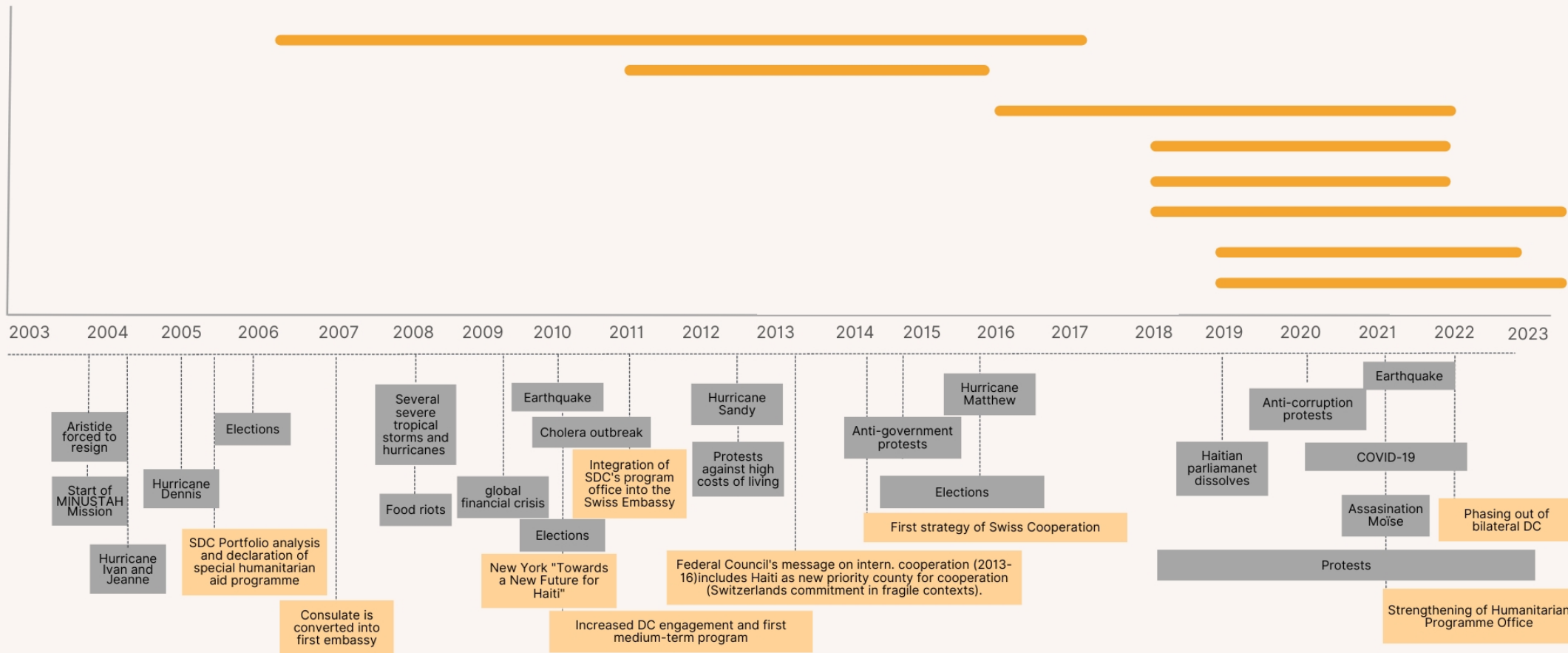


ToC 2000-2003 (pilot)	ToC 2004-2006	ToC 2007-2011	ToC 2011-2014/(-16)	ToC 2017-2021	ToC 2022-2024
In the face of the possible economic and political opening, Switzerland can, by launching a pilot programme with Cuba, play a constructive role in the transition process. It can effectively bring relevant own experience in modern agriculture, local governance and local (economic) development to the table, and thereby further deepen existing trustful bilateral relations and strengthen its role as international partner for political dialogue.	By supporting initiatives of local actors that lead to both their empowerment and concrete solutions for improved living conditions, Switzerland contributes to a development process that, as a result, is more peaceful, participatory and just. By facilitating encounters and providing access to knowledge at the international level, a contribution is made to help Cuba overcome its isolation. At the same time, the Swiss engagement allows for new room for political dialogue between both countries.	Against the background of a immanent transition of power, by supporting local and regional actors to improve their capacities and the living conditions of the Cuban population, Switzerland is contributing to a peaceful and socially balanced development process. As Cuban authorities remain generally sceptical of international partners, trustful relations between both countries are further deepened, putting Switzerland into a position that makes increasingly open political dialogue possible.	By means of development cooperation, which continues to focus on local participatory governance, Switzerland is contributing to ongoing reforms in Cuba. In doing so, already strong relations between the two countries are further deepened, thus creating a constructive and fraternal discussion climate that allows for difficult topics to be addressed as part of bilateral political dialogue and/or in multilateral frameworks. Specific support in the areas of participatory local governance (e.g. integrated municipal development strategies, modernised agricultural production, housing) as well as transversal themes, above all, the role of men and women, set concrete positive examples that the Cuban government integrates into the wider reform efforts to assure systemic effects.	By contributing to ongoing reforms and the strengthening of local initiatives, focusing on participatory and inclusive local governance (municipal management, sustainable local economic development, agriculture), Switzerland is contributing constructively to the development of Cuba. As a result, trustful relations between both countries are further strengthened, making constructive dialogue - increasingly also on highly sensitive topics - possible.	As part of its exit strategy, Switzerland supports the Cuban government in harnessing existing innovative approaches among municipalities, local producers, and representatives of civil society, by effectively using upscaling potentials and contribute to systemic change. Together with greater alignment of legislation, policies, programmes and services, this will result in more democratic government, greater social inclusion, and an improved environment for sustainable economic development.

SDC's Engagement in Haiti

Deep-Dive Historic Timeline | Local Governance and Resilience

PVB
CCR
RRC
REGLEAU
PAGAI
PARHAFS
PAGODE
PROMES



Key objectives 2006-2008

Main focus lies on humanitarian support with focus areas in (1) Improving food security, (2) reducing the spread of HIV/AIDS, (3) rehabilitating social infrastructure

Key objectives 2011-2013

From 2010 onwards, increased DC engagement. Main focus lies on three focus areas (1) Sustainable and Secure Social Infrastructure; (2) Improvement of the living conditions of the population, (3) Sustainable management of natural resources, and protection against natural hazards. Among others, Institutional capacity building of state actors and reduction of vulnerability to natural disasters (DDR) become strategic cross-cutting themes.

Key objectives 2014 - 2017

An increased complementarity and alignment between HA and RC "Comprehensive Approach" with focus on (1) Rule of Law and Governance, (2) Agriculture and Food Security, (3) Reconstruction and Disaster Risk Reduction. All actions take the cross-cutting themes Gender and Governance into consideration.

Key objectives 2018 - 2021

Continuous flexible and coherent approach around the three main themes from 2014-2017 strategy. With focus on Governance by following the principles of good governance (representation, efficiency/effectiveness, transparency and accountability, non-discrimination)

Key objectives 2022 - 2024

Main focus on Local Governance and Strengthening the Resilience of People and Institutions as well as Shock-Resilient Economic Development, while promoting human rights and gender equality, conflict sensitivity (CSPM) and disaster risk reduction that will continue to be themes in all of Switzerland's activities in Haiti.

Partner organisation

Collaboration with (Swiss) aid agencies and charitable organisations who have been active in Haiti since the 1950s, use of existing structures and local knowledge also because SDC did not have a permanent base in Haiti. Multilateral: CICR, PAM, IFRC; Bilateral: Action Aid, AMI, CAP, Caritas, HSB, PAM; No political partners are mentioned in strategy documents

Partner organisation

Continuous cooperation with Swiss NGOs, ICRC, WFP. On-going development programs continue to be implemented by Helvetas; some projects put out to public tender (local partners are also considered); Bilateral program support through multilateral organizations remains main implementation modality in emergency sector. No political partners are mentioned in strategy documents

Partner organisation

Embassy and Cooperation Office ensure implementation, monitoring and steering of strategy. Direct projects, contribution to national and international partners and mandates while seeking to promote public-private partnerships and trilateral cooperation. Main national partners: sector ministries, local authorities and civil society; Stronger direct strategic partnerships with multilateral agencies (IDB, UN organizations, UNDP, World Bank, WFP, ICRC, CIDA, AECID, plus strategic partnerships and trilateral cooperation with emerging countries

Partner organisation

The 2018-21 strategy prioritizes strengthening partnerships with national authorities and stakeholders and opportunities to contribute to the programs of sectoral ministries and national partners are exploited.

Continuous active involvement in coordination between governments and donors, sectoral consultation forums, strengthened partnership with inter-NGO consultation forums

Partner organisation

Programmes are implemented by contractors/consortia of contractors or by direct implementation (e.g. Helvetas, Initiative-Développement, FONKOZE, PAM). Partnerships continue with local and regional authorities (Mairies, ASEC, CASED) State and government institutions like MICT; national, technical and operational coordination institutions like DGPC, CTEGAP and others.

Key Beneficiary

- Women and children;
- Victims of the 2004 natural disasters
- Support to mainstreaming programs of WFP and NGO partners
- Decentralised clinics

Key Beneficiary

The focus lies on the most vulnerable population

Key Beneficiary

- Most vulnerable population
- Civil Society
- Institutional actors and individuals
- State authorities, sectoral governance structures
- Farmers

Key Beneficiary

- Citizens,
- Users of public services
- Farmers
- Informal sector employees
- Young people

Key Beneficiary

Local authorities, civil society organisations, farmers' organisations, cooperatives, departmental administrations, Federation of Mayors, Professional training actors; Micro-entrepreneurs, vulnerable population, women's organisations, authorities (national and local), microfinance institutions

Annex 6: Historical political timelines | Deep Dives

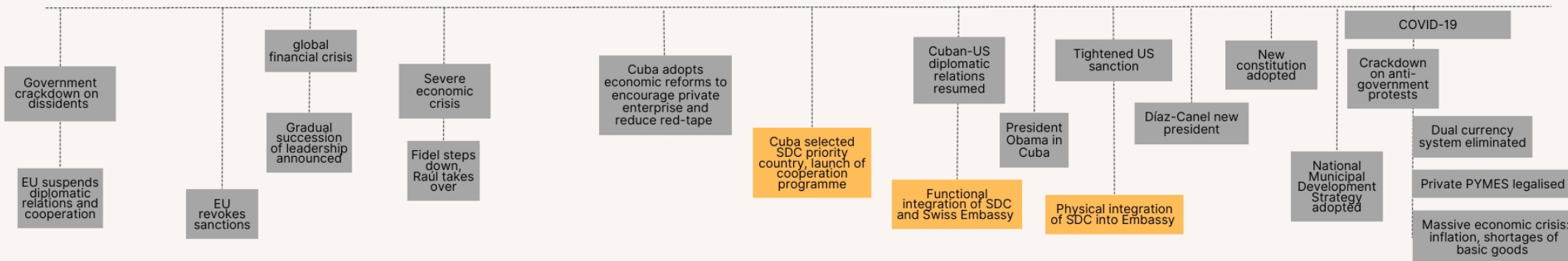
SDC's Engagement in Cuba

Deep-Dive Historic Timeline | Local Development

PRODEL
PADIT
GEPAC
HABITAT
PAAS
APOCOOP
PIAL
PROFET
PYE



2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022



Key objectives 2004-2006

Supporting income and employment generation through new management approaches to sustainable economic development, access to technologies and increased productivity. Creating spaces for dialogue (e.g. local and national government, private sector, civil society) and public participation in partnership with existing local organisations and initiatives.

CHF

6.8 million*

Partner organisation

UNDP, UN-HABITAT, associations (e.g. ANAP, state administration (e.g. MINBAS, Historian of Havana), community centres/CSOs (e.g. CIERIC, CFV), universities and institutes (e.g. Escuela de Cine)

Key Beneficiary

National government, municipalities and regional authorities, local activists, cooperatives, producers, farmers, individual entrepreneurs, NGOs, members and representatives of vulnerable groups, general population

Key objectives 2007-2010

Strengthening local development by supporting initiatives of local actors that lead to both their empowerment and concrete solutions for improved living conditions and economic opportunities (in particular agricultural innovation, housing upgrades, spaces for dialogue and participation) by means of human and organisational capacity development, access to technology and the promotion of horizontal exchange in Cuba and beyond.

CHF

16,9 million*

Partner organisation

UNDP, UN-HABITAT, Oxfam, WHH, universities and institutes (e.g. INCA, FC-UCLV, CEDEL), associations (e.g. ANAP, ACTAF), community groups (e.g. AFROATENAS), community centres/CSOs (e.g. CIERIC, CFV, FMC), state administration (e.g. Historian of Havana)

Key Beneficiary

National government, municipalities and regional authorities, local activists, cooperatives, producers, farmers, individual entrepreneurs, NGOs, members and representatives of vulnerable groups, general population

Key objectives 2011-2014/(-16)

Developing capacities for inclusive local development based on participatory local governance, and increased public and private economic activity, including through improved local production and increased productivity with a focus on agriculture and construction materials. Increased emphasis on inclusion of women and disadvantaged groups in local development, such as youth.

CHF

49 million*

Partner organisation

UNDP, UN-HABITAT, Oxfam, WHH, universities and institutes (e.g. INCA, FC-UCLV, CEDEL), associations (e.g. ANAP, ACTAF), community groups (e.g. AFROATENAS), community centres/CSOs (e.g. CIERIC, CFV, FMC), state administration (e.g. Historian of Havana)

Key Beneficiary

National government, municipalities and regional authorities, local activists, cooperatives, producers, farmers, individual entrepreneurs, NGOs, members and representatives of vulnerable groups, general population

Key objectives 2017-2021

Strengthening the capacities of key stakeholders in local governance in order to improve citizen participation and stimulate income-generating local development through greater innovation, diversification and sustainability in agricultural production. Special emphasis was placed on better inclusion of women and disadvantaged groups in local development.

CHF

56 million*

Partner organisation

UNDP, UN-HABITAT, Oxfam, universities and institutes (e.g. INCA, FC-UCLV, CEDEL), associations (e.g. ANAP, ACTAF), community groups (e.g. AFROATENAS), community centres/CSOs (e.g. CIERIC, CFV, FMC), state administration (e.g. Historian of Havana)

Key Beneficiary

National government, municipalities and regional authorities, local activists, public/private PYMES, mini-industries, cooperatives, producers, farmers, individual entrepreneurs, NGOs, members and representatives of vulnerable groups, general population

Key Objectives 2022 - 2024

Reinforcing capacities of municipal governments and local stakeholders for participatory and inclusive management of local development grounded in improved service provision and strengthened production. Special emphasis was placed on supporting gender equity and social inclusion of marginalised groups.

CHF

13 million (planned)*

Partner organisation

UNDP, Oxfam, universities and institutes (e.g. INCA, FLACSO), associations (e.g. ANAP), community groups (e.g. AFROATENAS), community centres/CSOs (e.g. CFV, FMC), state administration (e.g. Historian of Havana)

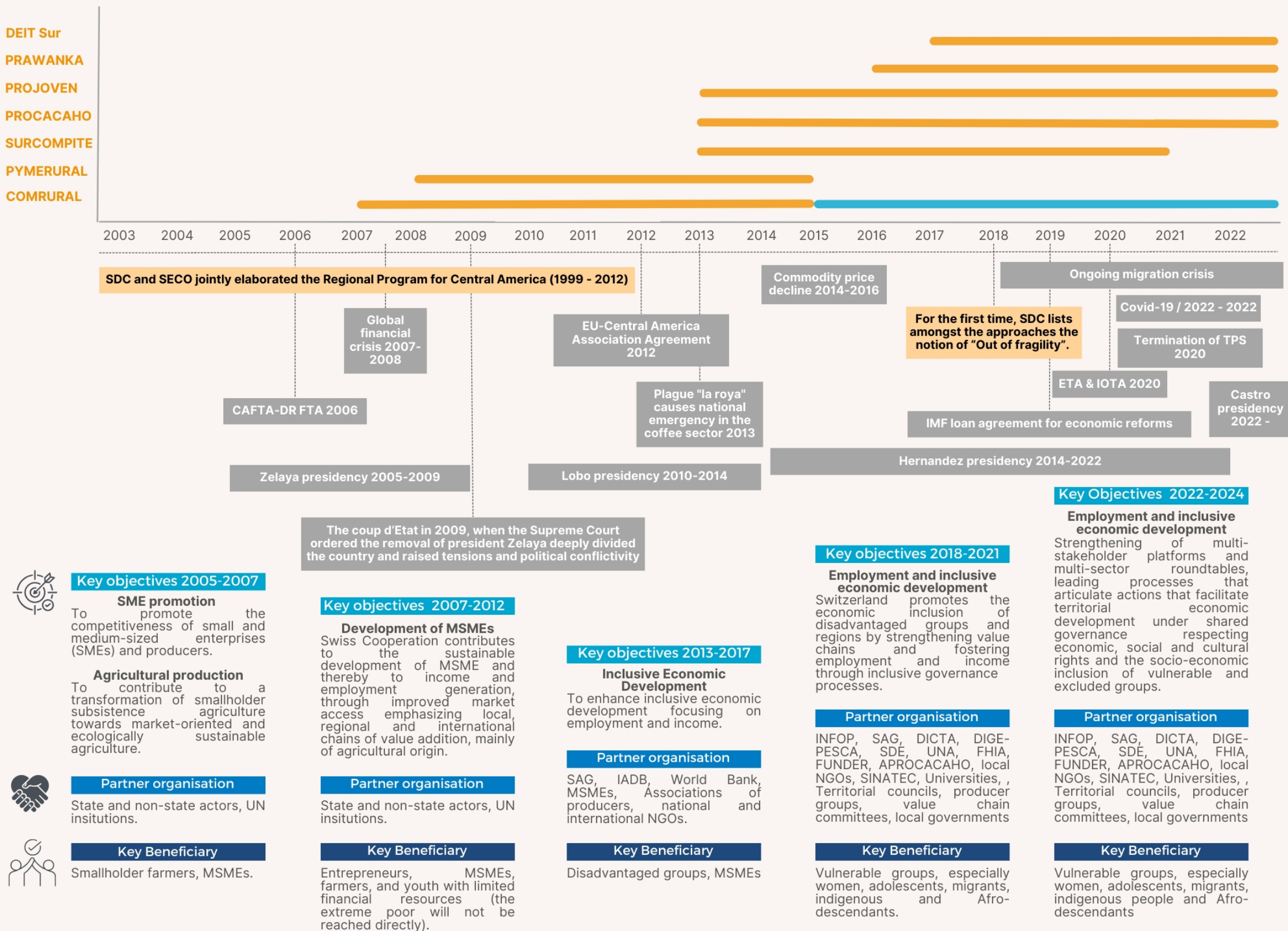
Key Beneficiary

National government, municipalities and regional authorities, local activists, public/private PYMES, mini-industries, cooperatives, producers, farmers, individual entrepreneurs, NGOs, members and representatives of vulnerable groups, general population

* Total budget implemented in programme cycle with relevance to local development. Not limited to deep dive projects.

SDC's Engagement in Honduras

Deep-Dive Historic Timeline | Economic Development



SDC's Engagement in Bolivia

Deep-Dive Historic Timeline | Rural Development

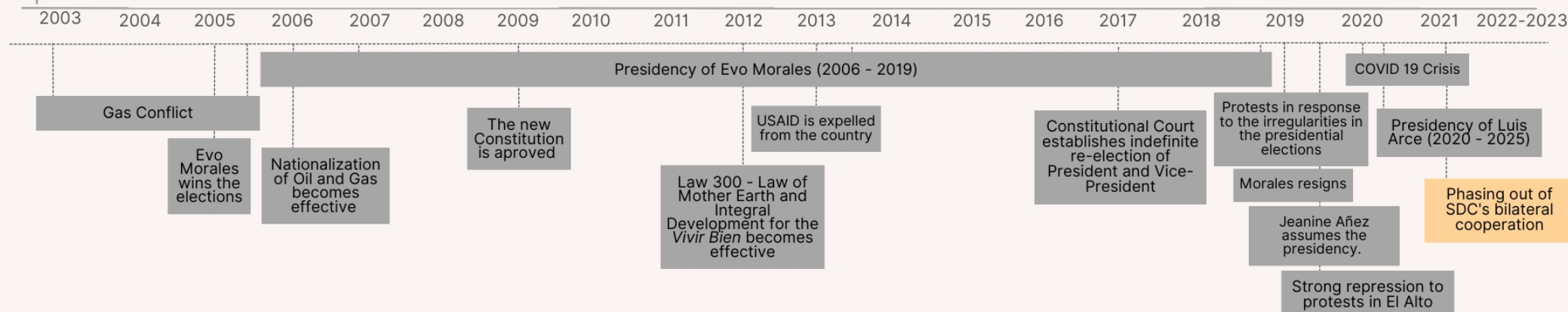
BIOCULTURA

MERCADOS
RURALES

SIS.
INOVACIÓN A:

PIAACC

GIA



Key objectives 2004-2008

Contribute to poverty reduction in Bolivia and to integration of the rural population. Improve employment and income levels of poor rural populations of the Altiplano and the inter-Andean valleys. Support agricultural productive chains, focusing also on the connection of rural production to its access to urban/international markets.

Key objectives 2008-2012

Support the sustainable use of natural resources in order to safeguard biodiversity. Encourage technological development and innovation to generate better returns in agricultural production, and support ventures (*emprendimientos*) that can contribute to a sustainable income for the rural population.

Key objectives 2013 - 2016

Continue with poverty reduction measures. Develop adaptation mechanisms to face climate change, allowing poor farming families to adapt their land use, water and farming methods to reduce the effects of climate change. Strengthen productivity by developing rural markets, developing financial services and innovations for agriculture.

Key objectives 2018 - 2021

Support systemic, contributing to economic and productive development. Targeting the rural population through specific promotion measures: facilitating access to financial and non-financial services for the sector, as well as the support to Micro and Small Enterprises. Focus on climate change adaptation measures, giving priority to: water management and land use, disaster risk reduction.

Key Objectives 2022 - 2024

Address the needs of most vulnerable groups by fostering inclusive business models and the competitiveness of small and medium-sized enterprises, allowing them to access international markets. Consolidating sectoral public policies and developing technical skills and competencies (for example, with APMT). Continue supporting Climate Change applied research, contributing to create up-scalable measures.



Partner organisations

- Ministry of Rural and Agricultural Affairs
- Financial institutions
- National foundations/associations

- Ministry of Environment and Water
- Ministry of Planning
- National Institute of Innovation, Agriculture and Forestry
- National foundations/associations
- Departmental Governments

- Ministry of Production and Rural Development
- Ministry of Environment and Water
- INIAF
- National NGO/associations
- Universities
- Municipal Governments

- Ministry of Rural Development and Land
- Ministry of Environment and Water
- INIAF
- National NGO/associations
- Universities
- Municipal Governments

- Ministry of Rural Development and Land
- Ministry of Environment and Water
- APMT
- National NGO/associations
- Universities
- Municipal Governments

Key Beneficiaries

- National foundations/associations
- Micro/small rural and urban enterprises
- Small farmers

- National foundations/associations
- Micro/small rural and urban enterprises
- Small farmers
- Ministry of Environment and Water

- Farmer and indigenous organizations
- Microenterprises/producers organizations
- National NGO/associations
- Universities
- Municipal Governments
- Ministry of Production and Rural Development
- Ministry of Environment and Water
- INIAF

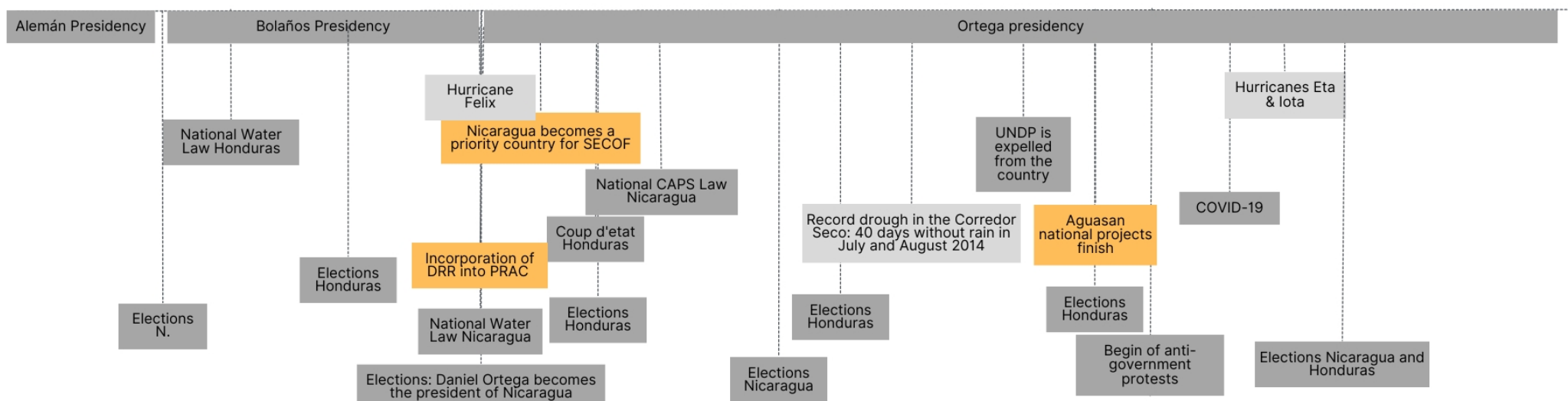
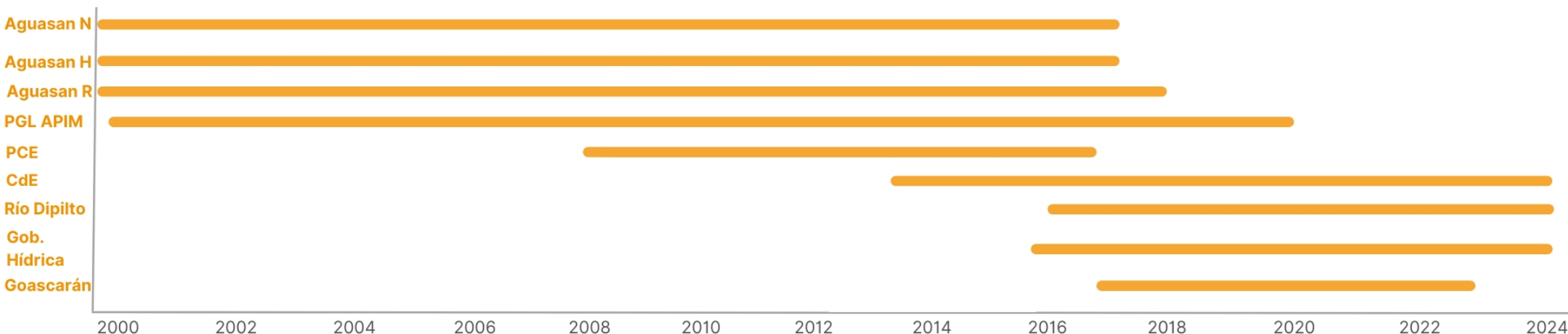
- Farmer and indigenous organizations
- Small farmers
- Micro/small rural enterprises
- National foundations/associations
- Universities
- Municipal Governments
- Ministry of Rural Development and Land
- Ministry of Environment and Water

- Farmer and indigenous organizations
- Small farmers
- Micro/small rural enterprises
- National foundations/associations
- Universities
- Municipal Governments
- Ministry of Rural Development and Land
- APMT
- Ministry of Environment and Water



SDC's Engagement in Nicaragua & Honduras

Deep-Dive Historic Timeline | Water (Governance) and Sanitation



Key objectives 2005-2007

SDC contributed to the support of citizens' participation, promotes synergies to facilitate the implementation of national and sectorial development plans, supports disaster risk reduction and climate change adaptation and provides inputs and sets examples to further develop regional, national and local strategies

Key objectives 2007 - 2012

SDC enables poorer populations in sustainable access to basic public services. It contributes to good governance, particularly with respect to public finance management, effectiveness of public spending, transparency and accountability, citizen participation, public and social audit.

Key objectives 2013 - 2017

Reduce the environmental vulnerability and to strengthen the resilience among poor populations to the effects of climate change and other natural hazards. Contribute to reduced state fragility and more inclusive governance.

Key objectives 2018 - 2021

SDC contributes to strengthening of vulnerable groups' resilience to the risks associated with climate change and other natural threats, fosters the sustainable management of natural resources and facilitates the resolution of resource-related conflicts. It supports municipal governments in intermediate cities revitalize territorial development, strengthen urban-rural links and improve the conditions of vulnerable persons in dialogue with the productive sector and social organizations.

Key Objectives 2022 - 2024

Vulnerable populations increase their resilience to climate change and disasters by strengthening governance in the sustainable and equitable management of natural resources.



Main Partner Organisations

State and non state actors and national level, communities

Main Partner Organisations

Central and local governments, communities

Main Partner Organisations

Other donors (e.g. UNDP, FAO), governmental sectoral institutions; local governments, national and international NGOs, universities; development banks (WB, IADB); regional research and innovation centres; private sector; sectorial institutions

Main Partner Organisations

Forums, state (sectoral) institutions; civil society; private sector; universities

Main Partner Organisations

Forums (Honduras); private sector; other donors (e.g. EU); Universities state institutions and civil organisations



Key beneficiary

Rural population

Key beneficiary

Rural and semi-urban population

Key beneficiary

Rural and semi - urban population in watersheds

Key beneficiary

Vulnerable groups in teh Central North Region in Nicaragua and vulnerable groups inthe Gulf of Fonseca and Mosquitia

Key beneficiary

Vulnerable groups in teh Central North Region in Nicaragua and vulnerable groups inthe Gulf of Fonseca and Mosquitia

Annex 7: Thematic Theories of Change | Deep-Dives

ToC Honduras | Economic Development

Input

Outputs

Outcomes

Impact

Direct effects

Indirect effects

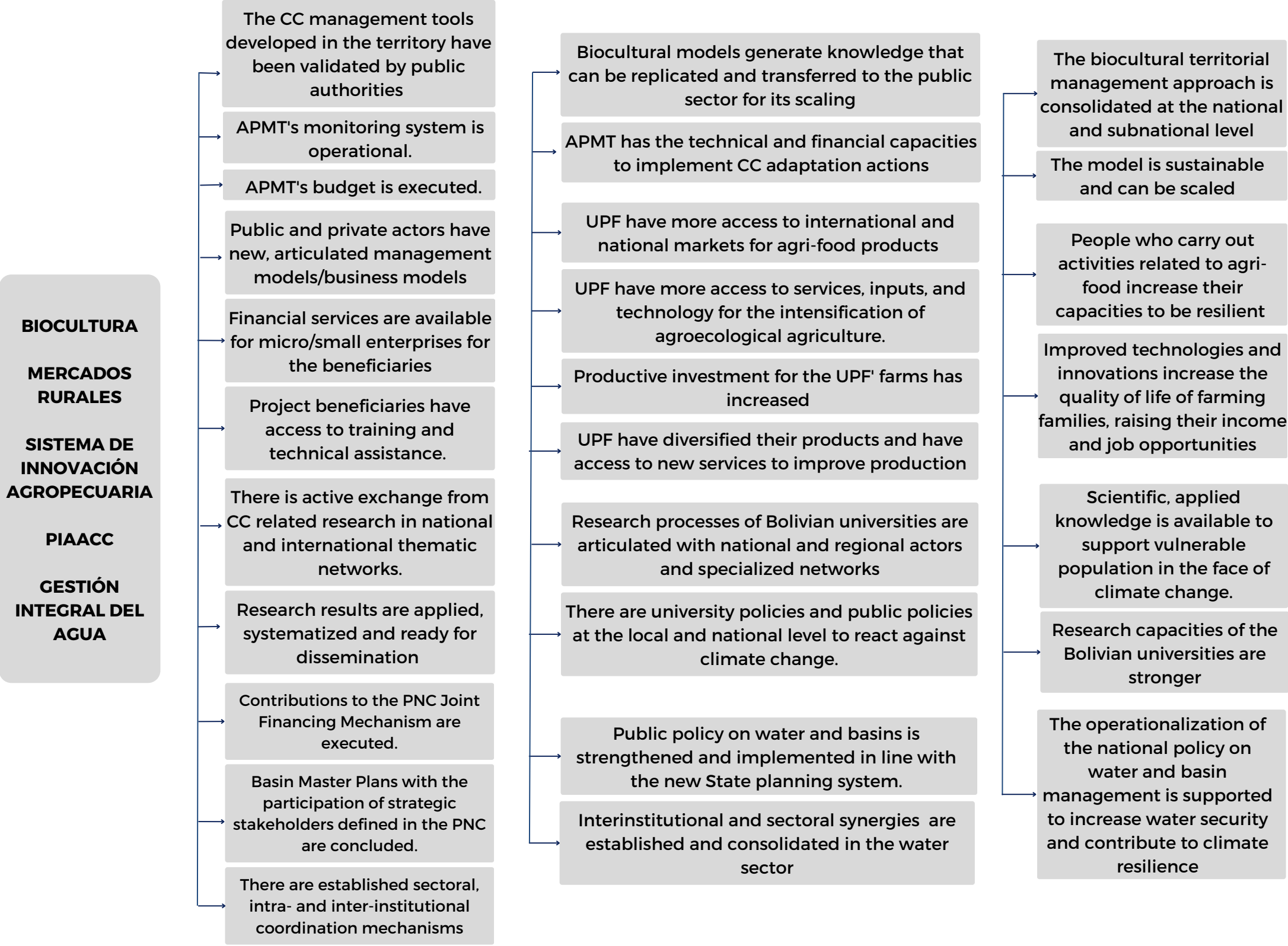
COMRURAL
PYMERURAL
SURCOMPITE
PROCACAHO
PROJOVEN
PRAWANKA
DEIT SUR

- Business plans are developed and implemented
- Competitiveness strategies are elaborated and implemented
- New production practices are adopted.
- Selected producers and companies achieve certification (organic, fair trade, etc.)
- Capacities of local governments with regards to local economic development are improved
- Local economic roundtables are supported
- SAG / PRONAGRO is supported
- Producer associations are strengthened
- Capacities of service providers are improved
- Value chain governance is improved
- Public Private Partnerships are promoted
- Training and job placement measures are implemented
- Training and employment roundtables are established and supported
- Employability agreements established
- Companies elaborate and implement environmental conservation strategies
- A rural tourism strategy is elaborated
- Information sharing and knowledge managemet is improved
- A territorial policy for food security in the Mosquitia is elaborated

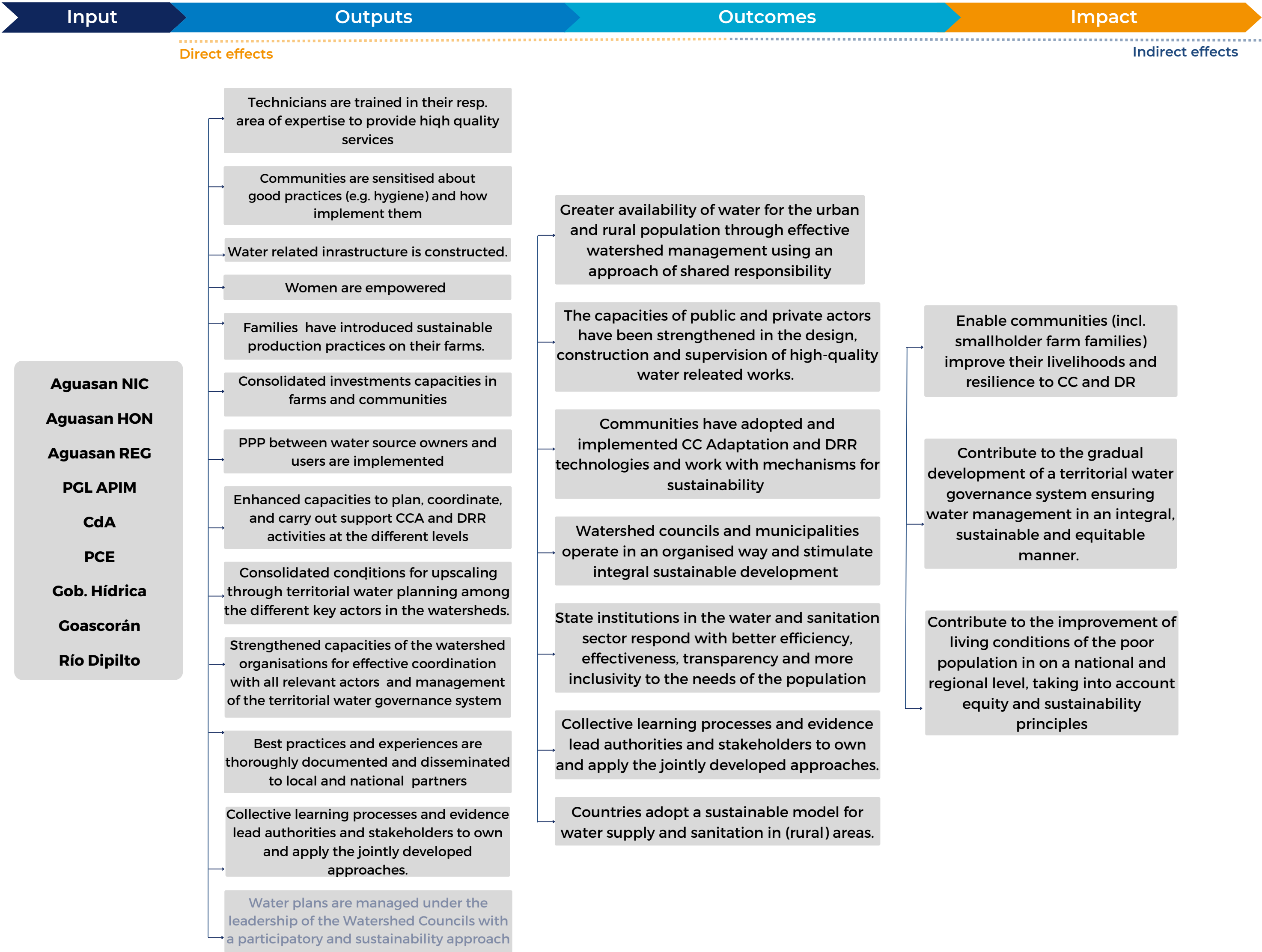
- Productive alliances and business linkages are strengthened
- Productive investments are realized
- Policies that promote inclusive economic development in value chains in rural areas are supported
- Territorial stakeholders have improved the framework conditions and business climate for selected value chains
- Access to critical services, notably financial services for small producers, is improved
- Innovations in selected value chains and clusters are promoted
- Public and private institutions offer training relevant to the labor market, with special focus on at-risk youth
- Territorial food policies that prioritize local production, income generation initiatives with climate change resilient practices are implemented
- Platform for the Development of the Mosquitia is energized and supports local economic development

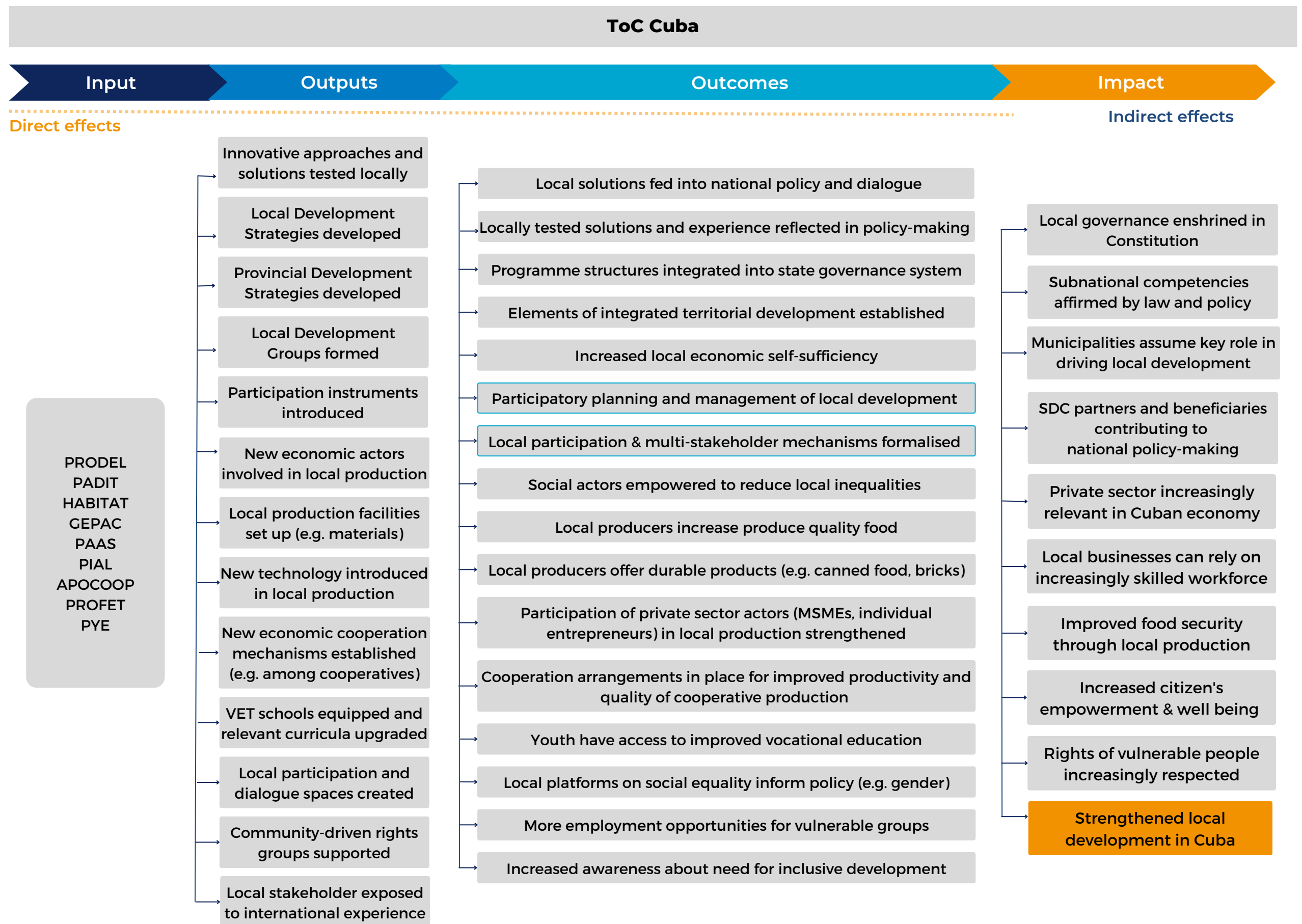
- Increased **productivity** and **competitiveness** of rural producers in selected food and non-food value chains
- Increased **income** for MSMEs in selected food and non-food value chains
- Employment** creation in selected food and non-food value chains
- Socio-economic **insertion in the labor market** of young pople at risk
- Strengthened resilience and and improved food security of indigenous people

ToC Bolivia

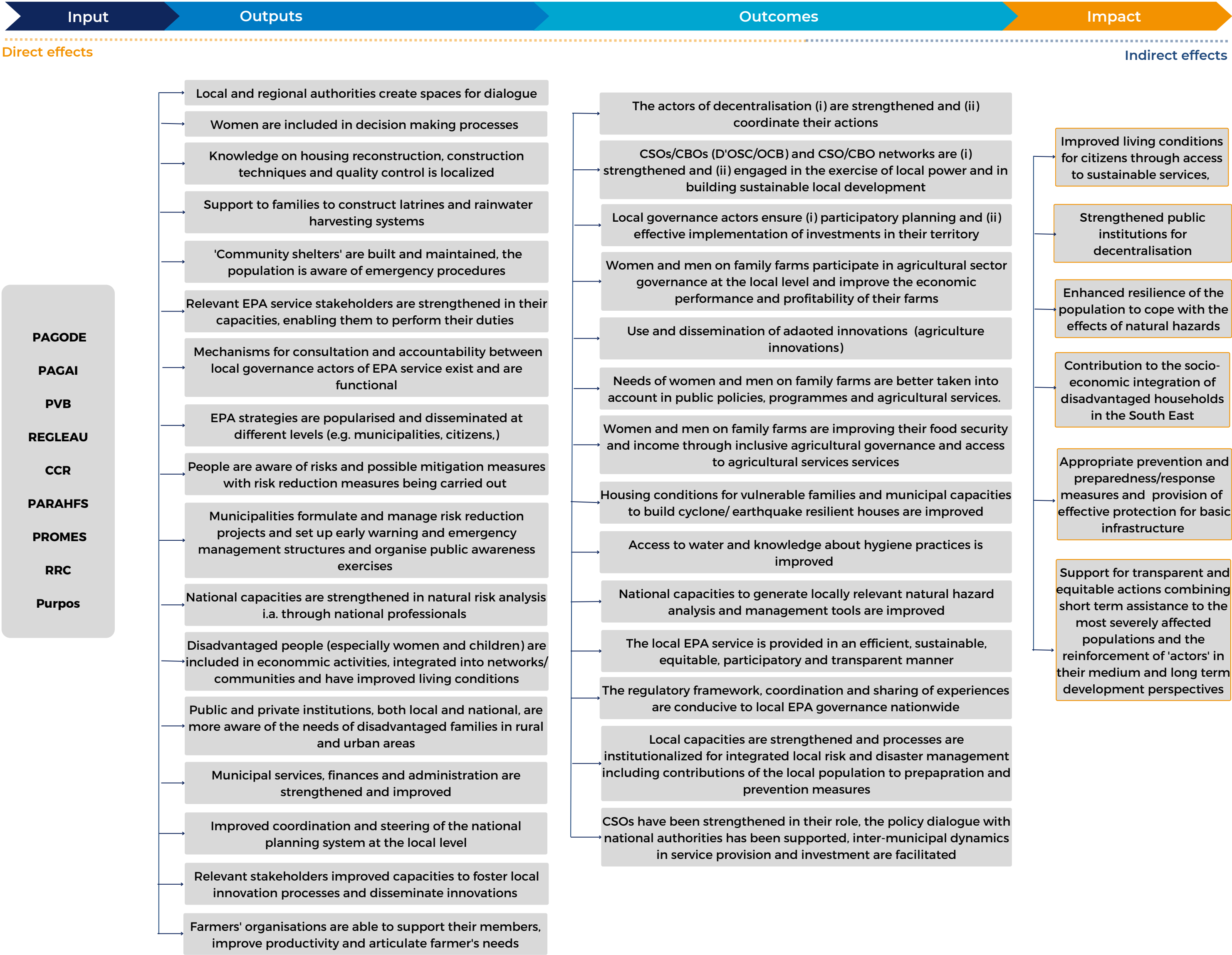


ToC Nicaragua & Honduras | Water&Sanitation (Governance)





ToC Haiti I Local Governance and Resilience



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