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## FINAL ASSESSMENT REPORT

May 2022

### ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 18/19 AG

Rural-urban linkages for inclusive development  
in Colombia



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This report was prepared by Aura Lopez, an external consultant, who led the evaluation. Ms. López worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer of the same Unit, who provided strategic and technical guidance, coordination, and methodological and logistical support. The evaluation also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant of the same Unit.

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission or the countries it represents.

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# ACRONYMS

ACRONYM	DEFINITION
ART	Agencia de Renovación del Territorio
DANE	Departamento Administrativo Nacional de Estadísticas de Colombia
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EQs	Evaluation Questions
FARC	Fuerzas Armadas Revolucionarias de Colombia
SDGs	Sustainable Development Goals
RAPE	Región Administrativa y de Planeación Especial
RAP	Región Administrativa y de Planeación
ToR	Terms of References
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

# EXECUTIVE SUMMARY

1. This report presents the results of the end-of-cycle assessment of the Development Account 1819AG “Rural-urban linkages for inclusive development in Colombia”. The evaluation was conducted between February and May 2022, commissioned by the Economic Commission for Latin America and the Caribbean.

## I. EVALUATION PROFILE AND PROJECT OVERVIEW

### *Project Overview*

2. Development Account project 1819AG, “Rural-urban linkages for inclusive development in Colombia”, is a capacity development project with the general objective of incorporating rural-urban linkages into inclusive development policies in Colombia, empowering young people as peacebuilding agents. In this context, the contribution of the rural-urban linkages project was to develop and disseminate a more comprehensive notion of territory that went beyond the traditional urban-rural dichotomy and strengthened public policies by incorporating relationships, synergies and complementarities between rural and urban areas, in support of more inclusive policies that bridge current inequalities in the relation between rural and urban development.<sup>1</sup> The intervention logic of the project strategy was established with a national and local intervention approach, established on two Expected Accomplishments: EA1 Strengthened capacities of policymakers in Colombia at the national and local levels to integrate a rural-urban linkages approach into inclusive development policies, with a particular focus on young people; and EA2 Improved capacities of local stakeholders to identify and promote sustainable initiatives (prioritizing youth-led initiatives) that reinforce rural-urban linkages in two selected territories. In this scope, primary stakeholders were the national and local government, civil society organizations, academia and the private sector and institutions.
3. At the national level (EA1), the project supported policymakers in the understanding and incorporation of the rural-urban linkages approach to national and territorial policies and/or plans, providing an evidence-based perspective and analysis of the implications of rural-urban linkages for decision-making. Furthermore, the project was a bridge between local civil society initiatives in targeted areas and relevant public and private stakeholders at the national and local level.

### *Evaluation Profile*

4. The evaluation assessed the efficiency, effectiveness, relevance and sustainability of the project outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis has been placed on understanding the trajectory of implementation using context-based analysis to harvest best practices and lessons learned that could guide future planning and implementation of related ECLAC projects in Colombia and other countries.
5. The assessment used a mixed-methods and utility-focused approach, placing emphasis on identifying lessons learned and good practices that derive from the implementation of the project, its sustainability, and the potential of replicating them to other countries. It addressed 19 evaluation questions (EQ) to answer evaluation criteria. Special consideration was also given to the analysis of gender-related aspects of the project and if/how the project mainstreamed a gender perspective in activities conducted. The evaluator used the UNDP Gender Analysis Framework<sup>2</sup> to analyse the extent to which the project addressed individual and collective aspects of women’s capacity

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<sup>1</sup> Source: Project Document.

<sup>2</sup> How to Conduct a Gender Analysis. UNDP, 2016.

development in the context of the rural-urban linkages project, and whether it considered the needs and concerns of this stakeholder, to leverage their capacities through designed activities.

6. Given the context of implementation and the preliminary analysis from the desk review phase, the evaluator proposed the use of outcome harvesting as a complexity-aware method that enables the accounting and understanding of externalities that occurred during project implementation, such as the contingency of the impact of the coronavirus disease (COVID-19) pandemic on the original project strategy, and the overall impact of limitations in data availability on the methodological design of the assessment. Several conversations with the project team, key informant interviews and a semi-structured survey supported triangulation across stakeholders.

## II. CONCLUSIONS

7. The evaluation has five key conclusions from the assessment, which summarise the evaluation findings identified per the evaluation criteria mentioned above:

### Relevance

8. *Development Account Project 1819AG was highly relevant and aligned with the country's needs and development objectives.*
9. The project was relevant overall and in line with the objectives established in the project document as the intervention logic. It was also valued by national and local governmental stakeholders as timely and aligned with the need to further conceptualize and advance alternative forms of rural-urban development.

### Effectiveness

10. *The project was effective in advocating, conceptualizing, and furthering support to networks within the framework of rural-urban linkages.*
11. The project's contribution to the practical examination of the rural-urban linkages concept was highly valued under the country's current socio-economic context and development agendas and supported top-down and bottom-up interlinkages of stakeholders around the topic.
12. The evaluation also concluded, notwithstanding, that many of the documents produced, although aligned with the project EAs, did not have sufficient outreach among stakeholders, and thus the impact they could have on policy, as initially projected, is likely to be limited at the exit point of the project.

### Efficiency

13. *The project was implemented in line with the strategy overall, and the team was highly responsive and adaptive amidst disruptions and fluctuations in conditions during the cycle of implementation.*
14. High adaptability from the ECLAC project team to cope with exogenous disruptions resulting from the global pandemic and other internal factors of non-governance for the project, such as social unrest, the security conditions, and the shift in the initially mapped agendas of stakeholders, had an impact on positive results obtained.
15. However, enhanced risk assessment and preparedness prior to selecting target territories and starting intervention could have mitigated some of the externalities that impacted implementation, such as security conditions and changes in government.

## Sustainability

16. *There is high potential for sustainability in the continuity of work around rural-urban linkages and territorial networks, at both the national and regional level.*
17. Despite the absence of a clearly established exit strategy, the relevance of the rural-urban linkages framework and the connections made with academia and national level government stakeholders indicate that there is a potential for sustainability in the continued efforts of the ECLAC office in Bogotá to promote policies that address inclusive rural-urban development from a localized, multi-actor and interlinked perspective, especially as the new government starts to draft development plans and policies.

## Cross-cutting issues

18. *The inclusion of young people and women was intentional in the activities and the project used a responsive approach to the needs and demands of these target population groups.*
19. Overall, the project was inclusive, and the active involvement of women's and youth organizations and leadership was visible throughout its implementation. The evaluation evidenced as well how case studies produced and information delivered through the newsletters targeted the need for visibility of the local inclusive development practices that are led by youth and women.

## III. LESSONS LEARNED

20. The evaluation presents six lessons drawn from the assessment:
21. *Lesson 1. On project design and management:* Effective design, monitoring and implementation of the Development Account Projects requires increased technical and administrative human resources and strengthened capacity of teams to ensure that they can apply UNEG monitoring and evaluation guidelines, from a complexity-aware perspective, throughout the Development Account project cycle.
22. *Lesson 2. On the use of adaptive communication strategies and delivery methods:* Communication for development strategies (C4D) plays a significant role in the development of context-specific and people-centred solutions, and in the case of this project, in supporting the desired changes in increased capacity, knowledge and attitudes towards rural-urban linkages as a means to deliver more inclusive development. Furthermore, hybrid delivery methods for training have proven to be levers for capacity-building objectives and a very important approach to bridge the challenges that external factors can pose for implementation.
23. *Lesson 3: On the ECLAC office in Bogotá's networks for localized policy impact:* Shifts in level and scope of engagement with stakeholders showed that there is a diverse range of organizations and institutions with a level of influence and interest in local peacebuilding and development (academia, local associations, for example), who already have extensive contextual knowledge of territorial dynamics and actors. Thus, they can be important levers of local policies and civic action that address rural-urban development from a rural-urban linkages lens.
24. *Lesson 4. On inclusive and holistic public policy design and implementation:* Fostering and embedding a new paradigm in the way rural-urban development is seen requires a departure from traditional market-centred approaches, in order to incorporate a systems perspective of local networked governance and economic development structures, including other sociocultural assets of socioeconomic capital at the local level, and the interdependencies between communities and actors beyond productive associations.
25. *Lesson 5. On networks as levers of a common vision of rural-urban development from a rural-urban linkages approach:* The experimental evolution of the rural-urban linkages approach towards an approach of



interwoven territorial networks (*tejidos territoriales*) revealed that collaborative networks are particularly significant in their potential to contribute to broader policy learning by providing an understanding of the attitudes, behaviours, motivations, and practices in localized development and governance action undertaken by civic-led networks at the city and regional levels.

26. **Lesson 6. On coordination and engagement across sectors:** Fostering a rural-urban linkages approach to inclusive development requires strong coalitions that create a mutually reinforcing cycle of cooperation between various tiers of government at the national and local levels, as well as the involvement of private sector actors in support of local and bottom-up dialogue with community leaders and the broader civil society.

#### **IV. RECOMMENDATIONS**

27. Drawing on the evaluation findings and conclusions, eight recommendations were made, as follows:

##### **Recommendations for the ECLAC Office in Bogotá**

28. **Recommendation 1:** Continue to advocate and provide technical assistance to the incoming government for the strengthening of the rural-urban linkages approach and localization of policies that promote alternative transformative views of rural-urban inclusive development.
29. **Recommendation 2:** Strengthen the capacity of the ECLAC office in Bogotá to deploy technical assistance at the territorial (city and regional) levels, working across diverse actors and through multi-level governance efforts.
30. **Recommendation 3:** Disseminate to all actors, particularly the national government, the results of the project, lessons learned and other knowledge capital resulting from the conceptualization of the rural-urban linkages, the notion of weaving territorial networks and the case studies that exemplify practical applications.
31. **Recommendation 4:** Continue to consolidate alliances and synergies with academia and other actors that were identified as important catalysers of local knowledge and innovations in peacebuilding and development.
32. **Recommendation 5:** Consider synergies that contribute to the strengthening of local collaborative and networked governance mechanisms such as the Regional Observatories and the RAPs, and follow up on the integration of rural-urban linkages-related concepts and approaches into local policies.

##### **Recommendations for ECLAC**

33. **Recommendation 6:** Strengthen mechanisms of the ECLAC office in Bogotá to design, monitor implementation, and evaluate projects, with emphasis in measurement and information management.

##### **Recommendations for the ECLAC office in Bogotá and member State – Colombia**

34. **Recommendation 7:** Continue to work with key national governmental stakeholders such as DNP, DANE, and ART on the practical policy implications of the rural-urban linkages, and work to expand the scope of action to other relevant institutional actors.

##### **Recommendations for ECLAC member State – Colombia**

35. **Recommendation 8:** Devise policies that contribute to effective, inclusive and networked governance arrangements at the local and regional level, in an effort to collaborate with and engage a cross-section of non-governmental social and economic groups, underpinned by the rural-urban linkages framework.

## V. FINAL REMARKS

36. Amid all the externalities, the project achieved important results for the stakeholders, and ECLAC benefited as well from a considerable wealth of expertise acquired in the direct work with community and meso-level actors outside of government and the national level. Likewise, the project contributed to a large extent to researching, documenting, and making accessible an extensive and diverse base of knowledge on the subject for stakeholders, with specific important contributions to the “how” (methodological grounding) in the mapping of territorial networks as levers of local rural-urban connections and inclusive development.

# 1. INTRODUCTION

1. This report presents the results of the end-of-cycle assessment of Development Account Project 1819AG, “Rural-urban linkages for inclusive development in Colombia” (hereinafter referred to as “the project”). This assessment was conducted by Aura López (hereinafter referred to as “the evaluator”), between February and May 2022, commissioned by the Economic Commission for Latin America and the Caribbean.
2. The Development Account was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. By building capacity on three levels, namely: (i) individual; (ii) organizational; and (iii) enabling environment, the Development Account adopts a medium- to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies to achieve inclusive and sustained economic growth, poverty eradication and sustainable development.<sup>3</sup>
3. The project being evaluated is one of the projects approved under this account for the 11<sup>th</sup> Tranche (2018–2021). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC) office in Bogotá. The duration of this project was approximately four years, having started activities on January 2018, and finalizing activities in January 2022.
4. The objective of this assessment, as per the terms of reference, is to review the efficiency, effectiveness, relevance, and sustainability of the project implemented and, specifically, to document its outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis has been placed on understanding the trajectory of implementation using context-based analysis to harvest best practices and lessons learned that could guide future planning and implementation of related ECLAC projects in Colombia and other countries.
5. The target audience and principal users of the assessment include the ECLAC team in the office in Bogotá, the Programme Manager of the Development Account, local and national government stakeholders, and partners from academia, as well as other commissions and agencies in the United Nations System.
6. This final assessment has been managed by the Programme Planning and Evaluation Unit of the ECLAC Programme Planning and Operations division and conducted in line with ECLAC evaluation policy and strategies and Development Account requirements, as well as with the United Nations Evaluation Group (UNEG) norms and standards, including the “Ethical Guidelines for Evaluation”.

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<sup>3</sup> Source: Terms of Reference for the Assessment. ECLAC.

## 2. BACKGROUND

### 2.1 CONTEXT OF IMPLEMENTATION

7. The Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace (the Final Agreement) signed in 2016 with the Armed Revolutionary Forces (known by its Spanish acronym, FARC) brought with it the aspiration of a comprehensive rural reform that entailed, among other measures, the development of focalized regional action to address the long-standing territorial development and governance gap between the rural and urban areas in the country.
8. Achieving a more symmetrical and equitable development required an increase of effective citizen participation and the strategic coordination of the central-territorial public and private sector around integrated development and policy action that is rooted in territorial realities, from an informed and participatory perspective. With this aim in mind —the integral transformation of rural areas— the government enacted what it calls “development plans with a territorial focus”.<sup>4</sup> These plans make up part of the measures taken at the national and local policy level to advance mid- and long-term investments that tackle the most pressing socioeconomic issues in the areas historically affected by protracted violence and armed conflict. Development plans with a territorial focus are implemented by the National Agency for the Renovation of the Territory (ART), in 170 municipalities of the 16 subregions prioritized.
9. These plans to advance local development using a contextualized subregional cluster approach, however, have not been fully framed in the comprehensive implementation of the Final Agreement implementation agenda.
10. While the United Nations Verification Mission highlights significant milestones in its most recent report on the implementation of the Final Agreement,<sup>5</sup> it also calls attention to the continued violence in conflict-affected areas and the rapid deterioration of security conditions for communities, social leaders and former combatants. Furthermore, it highlights the need for increased attention to the comprehensive implementation of the rural development provisions of the Final Agreement, and the need to bring increased State presence to the communities most vulnerable to conflict relapse and proliferation of illegal economies.
11. The COVID-19 pandemic has increased the gap between the rural and urban areas of the country, adding even more pressure to fragile systems for the delivery of services and causing concerning stagnation of local economies. Colombia is entering its recovery phase, but the setbacks caused by the pandemic at all levels of development might take decades to overcome. The scenario for local territorial development in this context is highly reliant on the State’s capacity to move forward with major economic and social changes to connect rural areas and ensure that disenfranchised areas can overcome structural barriers to socioeconomic growth in the recovery phase.<sup>6</sup>
12. During project implementation, the country also faced massive and prolonged social unrest. In 2021, citizens in the main cities of the country (Cali, Bogotá, Medellín and Cartagena) and other intermediate municipalities mobilized to demand increased social investment in education and

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<sup>4</sup> Planes de Desarrollo con Enfoque Territorial.

<sup>5</sup> United Nations Verification Mission in Colombia. Report of the Secretary General, 28 March 2022. See: <https://colombia.unmissions.org/sites/default/files/n2229473.pdf>.

<sup>6</sup> UNDP, 2022. When Juncture Meets Structure: Vignettes on Development and the COVID-19 Crisis in Latin America and the Caribbean. See: <https://www.latinamerica.undp.org/content/rblac/en/home/library/poverty/when-juncture-meets-structure--vignettes-on-development-and-the-.html>.

programmes that guarantee access to employment and social security, amidst the decline in socioeconomic well-being of already disenfranchised population groups, such as youth population in the lower-income percentiles, highly affected by the pandemic and other structural factors, which keep them on the margins of development and of access to opportunities in the country.

13. In this context, the contribution of the Rural-urban linkages for inclusive development in Colombia (rural-urban linkages) project was set “[...] to develop and spread a more comprehensive notion of territory that overcomes the traditional urban-rural dichotomy and strengthens public policies by incorporating relationships, synergies, and complementarities between rural and urban areas”, in support of more inclusive policies that bridge current inequalities in the relation between rural vis-à-vis urban development.

## 2.2 ABOUT THE PROJECT

14. The Development Account was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. By building capacity on three levels, namely: (i) individual; (ii) organizational; and (iii) enabling environment, the Development Account adopts a medium- to long-term approach in helping countries to better integrate social, economic, and environmental policies and strategies to achieve inclusive and sustained economic growth, poverty eradication and sustainable development.
15. The project being evaluated is part of the projects approved under this account for the eleventh Tranche (2018–2021). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC) office in Bogotá in collaboration with local and national government agencies.
16. The duration of the project was four years, from January 2018 to December 2021.
17. The budget allocated to the project was US\$ 530,000,<sup>7</sup> distributed across the two Expected Outcomes (EA) and nine Activities (A), as seen in table 1 below.

**Table 1**  
**Original project budget allocated and distribution across EAs and Activities**

EA	Activity number	Amount (Dollars)	Percentage of total budget
<b>EA1</b>	A1.1	41 730	8
	A1.2	54 110	10
	A1.3	2 340	0
	A1.4	66 850	13
	A1.5	106 460	20
	<b>Total EA1</b>	<b>271 490</b>	<b>51</b>
<b>EA2</b>	A2.1	38 350	7
	A2.2	121 140	23
	A2.3	32 610	6
	A2.4	69 260	13
	<b>Total EA2</b>	<b>261 360</b>	<b>49</b>
<b>Total</b>	<b>532 850</b>	<b>100</b>	

Source: Prepared by the evaluator based on the project document.

<sup>7</sup> The project document indicates an original allocation of US\$ 550,000. The evaluator was informed this amount changed to US\$ 530,000 due to the devolution of unused funds in October 2021.

## 2.2.1 EVALUATION METHODOLOGY

18. The *Rural-urban linkages for inclusive development in Colombia (rural-urban linkages)* had set as a general objective to incorporate rural-urban linkages into inclusive development policies in Colombia, empowering young people as peacebuilding agents.
19. The intervention logic of the project strategy was established based on two expected accomplishments and a set of activities connected to the projects' five indicators of accomplishment (IA), as seen in table 2 below:

**Table 2**  
**Intervention Logic: expected accomplishments and indicators**

<b>EA1 Strengthened capacities of policymakers in Colombia at the national and local levels to integrate rural-urban linkages approach into inclusive development policies, with a particular focus on youth.</b>	<b>EA2 Improved capacities of local stakeholders to identify and promote sustainable initiatives (prioritizing youth-led) that reinforce rural-urban linkages in two selected territories.</b>
<b>IA 1.1 At least one inclusive development policy is formulated at the national level incorporating tools and coordination mechanisms to strengthen rural-urban linkages, with a particular focus on young people.</b>	<b>IA 2.1</b> At least two local level initiatives incorporate in their strategies tools and mechanisms to foster rural-urban linkages (with a particular focus on young people), based on the technical cooperation provided by this project.
<b>IA 1.2 At least one measure or action taken at the local level incorporating tools and coordination mechanisms to strengthen rural-urban linkages, with a particular focus on young people.</b>	<b>IA 2.2</b> At least 80% of stakeholders participating in project activities acknowledge having benefitted from the project technical cooperation services and analytical outputs to identify and support initiatives with potential to strengthen rural – urban linkages.
<b>IA 1.3 At least 80% of policy makers participating in the project's capacity-building activities acknowledge having increased their capacity to integrate rural-urban linkages approach into inclusive development policies.</b>	

Source: Prepared by the evaluator based on the project document.

20. The following activities were established as conducive to the objectives in each EA:

### **Expected Accomplishment 1**

- **A1.1 Prepare an analytical report** on rural-urban linkages and its relevance to inclusive development policies. This study will be the analytical framework of the implementation of the project.
- **A1.2 Organize one national workshop** to share the project's analytical framework from activity A1.1, discuss with experts and increase policy makers' awareness on the importance of integrating the rural-urban linkages approach into inclusive development policies.
- **A1.3 Provide advisory services** to national and local policymakers to incorporate the rural-urban linkages approach into inclusive development policies.
- **A1.4 Prepare one policy-oriented** synthesis document based on the outcomes, impacts, and contributions of the project, including recommendations for incorporating rural-urban linkages approach into inclusive development policy.
- **A1.5 Organize a final national seminar** to showcase and disseminate the results, policy recommendations and lessons learnt from the project (this is the last activity of the project).

## Expected Accomplishment 2

- **A2.1 Conduct two background studies**, one for each selected territory, in order to analyse its particular dynamics and opportunities for the project implementation.
  - **A2.2 Organize four territorial workshops (two per territory)** to share knowledge on sustainable initiatives that connect rural and urban territories, and discuss lines of action related to the objectives of this project. The scope and approach of the two workshops per territory will be different, because territories have different audiences of the rural-urban connection. In one case, it will be held for urban stakeholders and initiatives, and in the other, adapted to the rural population.
  - **A2.3 Prepare a document with the knowledge acquired in the workshops from activity A2.2.** It should analyse how to promote sustainable initiatives in the territories that reinforce rural-urban linkages. This document will be one relevant input for the policy-oriented document (activity A1.4).
  - **A2.4 Organize two capacity-building meetings** with local stakeholders (1 in each territory) to strengthen their capacities to identify and promote sustainable initiatives that reinforce rural-urban linkages in their territories.
21. **Geographical scope:** In line with the established EAs, throughout the project implementation, ECLAC has conducted a set of networking and capacity-building activities with national and local key stakeholders of the project, along with producing analytical documents on the rural-urban linkages for the **selected territories: Antioquia (Medellín), Tolima (Ibagué, Chaparral), Valle del Cauca (Cali) and Meta (Villavicencio).**
22. To better address the conditions of implementation of the project and the noted variations between project design and implementation, the assessment differentiates the two levels outlined by the project document for each EA, namely, national and local. The overall scope of the intervention at each level is described as follows:
- (a) **The national level (EA1)**, where the project supported, throughout the project cycle, policymakers in the understanding and incorporation of the rural-urban linkages approach to national and territorial policies and/or plans, providing an evidence-based perspective and analysis of the implications of rural-urban linkages for decision-making. Furthermore, it was a bridging actor between local civil society initiatives in targeted areas and relevant public and private stakeholders at the national and local levels.
  - (b) **The territorial level (EA2)**, where the project acted as enabler of connections and facilitated capacity-strengthening activities that sought to coordinate a wide range of key territorial development players, such as academia, the private sector, community grassroots organizations, and local authorities, thus supporting the strengthening of interdependencies, exchanges and rural-urban relations, and the inclusion of the rural-urban linkages approach at this level.
23. The intervention logic also emphasized the critical role of young people and women as key stakeholders and target groups towards a more inclusive and locally driven rural-urban linkages approach. The project did so by identifying best practices derived from civic-led territorial action within these population groups and supported capacity strengthening and knowledge exchange with the aim of leveraging the opportunities for more interconnected initiatives led by young people and women in their communities, and in synergy with other local development actors.

## 2.3 STAKEHOLDER ANALYSIS

24. The evaluator departed from the initial project stakeholder analysis, to elaborate on the understanding of the relations mapped as essential to the EAs in the project document, in which the main stakeholders were identified as set out in table 3 below:

**Table 3**  
**Stakeholder Analysis**

<b>Stakeholder classification</b>	<b>Expected level of involvement</b>	<b>Desired outcome</b>
<b>National and local government</b>		
<b>National planning departments and other national government institutions with specific mandates in post-conflict policies (ministry of post-conflict, ART)</b>	High	Clear understanding of the importance of strengthening reciprocal relations between rural and urban projects and different ways to promote them
<b>Local public authorities: governors, mayors, local planning and sectoral authorities</b>	High	Improved capacity to identify potential linkages between territories to impulse strategies for better coordination of actors
<b>Civil society organizations</b>		
<b>Youth networks, women organizations</b>	High	Be included into more participatory decision-making processes
<b>Non-governmental organizations (NGOs)</b>	High	More coordinated action with other stakeholders to achieve sustainable and tangible results
<b>Private Sector</b>		
<b>Enterprises with strong social responsibility programs, chambers of commerce, family welfare agencies</b>	Medium – high	Achieve greater coordination and strategic alliances with other actors in the territory
<b>Academia, research institutes, and other technical institutions</b>	High	Build spaces; outreach to share their knowledge about policies that work. Increase and disseminate knowledge achieved by this project

Source: Prepared by the evaluator based on the project document.

25. However, during the inception phase, it was identified that a set of internal and external factors (see findings) led to significant changes in the original stakeholder map, more so at the level of involvement and role attributed to each stakeholder. Thus, a revised stakeholder mapping exercise was conducted by the evaluator to connect each EA and activity to the corresponding stakeholders, according to their actual level of involvement and influence. This is laid out in detail under the Findings section.



## 3. ASSESSMENT METHODOLOGY

### 3.1 APPROACH

26. The assessment used a mixed-method and utility-focused approach. The choice of methods and overall design placed an important emphasis on identifying, as indicated in the Terms of Reference, the “lessons learned and good practices that derive from the implementation of the project, its sustainability, and the potential of replicating them to other countries”.
27. The evaluation addressed 19 evaluation questions (EQ) that sought to respond to the evaluation criteria. Annex 1, the evaluation matrix, presents in detail the questions, indicators, data collection methods and sources used to answer the EQs.
28. Special consideration was also given to the analysis of gender-related aspects of the project and whether and how the project mainstreamed a gender perspective in activities conducted. The evaluator used the UNDP Gender Analysis Framework<sup>8</sup> to analyse the extent to which the project addressed individual and collective aspects of women’s capacity development in the context of the rural-urban linkages project, and whether it considered the needs and concerns of that stakeholder, to leverage their capacities through designed activities.
29. Given the context of implementation and the preliminary analysis from the desk review phase, the evaluator proposed the use of outcome harvesting as a complexity-aware method that enables the accounting and understanding of externalities that occurred during project implementation, such as the impact that the COVID-19 pandemic had on the original project strategy, and the overall impact of limitations in data availability on the methodological design of the assessment. This method aided the reconstruction of the outcome trajectory. Further detail is provided under the methods and limitations sections.

### 3.2 METHOD

#### 3.2.1 DESK REVIEW (INCEPTION PHASE)

30. During the inception phase of the evaluation, a through desk review was conducted. Over 200 files were reviewed as received by the project coordinator and the Programme Planning and Evaluation Unit. The files were compiled in a document matrix for further classification and coding, as inputs for the evaluability assessment. The preliminary findings were discussed with the Unit and project team to address information gaps or questions identified in a series of inception meetings, before moving forward to the design of the inception report and assessment methodology.

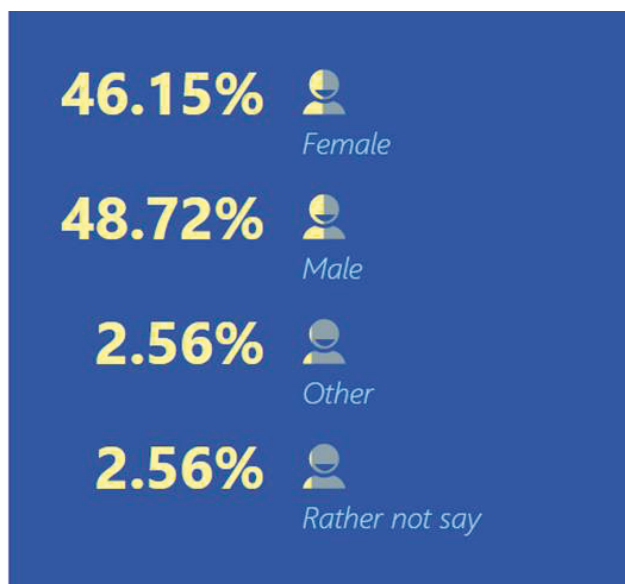
#### 3.2.2 SELF-ADMINISTERED SURVEYS

31. A survey (annex 2) was conducted among a non-probabilistic sample of 199 participants, using convenience selection criteria. 148 participants received the survey by email, and 51 received it as a link via WhatsApp. The latter was considered as the viable delivery mechanism for participants in rural areas with lesser to no use of email. Of the total sent via email, 21 email addresses generated error messages, giving a total of 178 persons in the survey sample. Thirty-nine responses were received, yielding a 22% response rate. Information on gender disaggregation of respondents is provided in figure 1.

<sup>8</sup> How to Conduct a Gender Analysis. UNDP, 2016.

32. The survey had 17 questions designed with rating-scale items and open-ended fields. Drawing on Kirkpatrick's model questions type for assessing results (level 4) in a predictive level, the instrument inquired about perceived relevance, uses of the information and knowledge, changes in perception and behaviour with regard to rural-urban linkages, sustainability of actions and networks, and inclusion of women and youth in the activities and perceived outcomes. The survey was deployed using Survey Monkey and hosted by the Programme Planning and Evaluation Unit of ECLAC.

**Figure 1**  
**Respondents disaggregated by gender**



Source: The evaluator, based on survey results.

### 3.2.3. SEMI-STRUCTURED INTERVIEWS WITH KEY INFORMANTS

33. Following the stakeholder analysis and desk review, 20 key informants were identified for in-depth interviews with the aim of triangulation and contribution analysis (see annex 3). Of these, 13 responded to the request for an interview. The criteria used for the selection of key informants was:
- (i) Participants who were representative of the key stakeholders:
    - Direct stakeholders from the National Planning Department (DNP) and Agency for the Renewal of the Territory (ART)
    - Direct stakeholders from academia who collaborated in activities at the EA1 and EA2 level.
    - Direct stakeholders from the private sector
    - Indirect stakeholders, such as consultants or regional level experts and others participating in the activities.
  - (ii) Other participants who had been engaged with the project's activities or services in a continued way (for example, from the initial national seminar, until the closing) and could provide an account of the trajectory from different perspectives and levels of involvement.

### 3.2.4 FOCUS GROUPS

34. The evaluator conducted two focus groups with participants in the project. One, with a selected group of consultants for the project, was for the purpose of obtaining a perspective from the technical implementation side of the project, and to triangulate information obtained from KII and respondents to the survey. The second focus group was held with a selected group of participants from the territories where the project has worked, to go in-depth on perceived contributions and recommendations from these stakeholders, drawing on questions already made in the survey instrument deployed.

### 3.2.5. OUTCOME HARVESTING

35. Following the evaluability assessment, an outcome harvesting exercise<sup>9</sup> was proposed to check for expected and unexpected results and contributions at the different levels of intervention, from the views and experiences of the project team. The harvesting method supported the understanding of specific aspects of project implementation that were either not covered in detail in the narrative reports or associated with the complexity in which the project team operated (COVID-19, work in remote areas, social unrest, and others). The methodology was structured in four stages: (i) outcomes (expected and unexpected) and contribution; (ii) outcome trajectories and critical linkages between inputs and outputs; (iii) impact versus outreach of stakeholders; and (iv) lessons learned and best practices.

## 3.3 LIMITATIONS

36. The assessment was limited by the following factors:
- **Sample size and characteristics: The sample was small in comparison with the universe of participants.** This was partly due to the absence of structured databases for each activity that provided contact information for participants. Events with hybrid formats only had data from participants in-person, for which these were not included. This is reflected in the number of surveys sent and responses obtained, for example, as well as in the limited opportunity to gather feedback from participants and stakeholders in all activities conducted. To counter the effects of this on the utility of the assessment, the evaluator used a formative approach that combined qualitative methods and focused on contribution analysis and the triangulation of data from as many types of stakeholders and participants as possible.
  - **Information available for the measurement of outcomes: The information from the monitoring of activities was not sufficiently structured and detailed for the analysis of some indicators.** This was particularly relevant to EA1, where the evaluator was not provided with a full list of activities considered as the Advisory Services (A1.3) activities conducted under the project (see Expected Accomplishments 1 and 2, section 2.2.1, Evaluation methodology), and the nature of these activities and the outcomes was not addressed. Therefore, results at the level of contributions to national stakeholders must be read with caution considering this limitation. To mitigate this, the evaluator ensured inclusion of key informants who could provide information on the type of advice or support received and the perceived outcomes of this engagement, triangulating with project reports, desk review documents and results of the outcome harvesting.

<sup>9</sup> Wilson-Grau & Brit (2012). Outcome Harvesting. Ford Foundation. Available at <https://usaidlearninglab.org/sites/default/files/resource/files/Outome%20Harvesting%20Brief%20FINAL%202012-05-2-1.pdf>.

## 4. FINDINGS AND ANALYSIS

### 4.1 FINDINGS ON RELEVANCE

**FINDING 1:** *The concept and practical applications of the rural-urban linkages framework is identified as relevant and well-aligned with the country's peacebuilding and development agenda.*

#### EA 1: Strengthened capacities of national and local policymakers (national level)

37. Overall, the project is well aligned with the priorities of the national government, and the country's longer-term development goals, with particular relevance for the following development objectives and policies:
- (a) **Building long-lasting peace:** the project is closely aligned with the State's efforts in the Final Agreement implementation phase, which clearly outlines the objective to address development with a localized rural-urban approach, that considers the asymmetries in development and well-being opportunities in rural areas, and the design of analytical frameworks to understand the inter-reliant territorial dynamics (Final Agreement – Point 1. Integral Rural Reform).
  - (b) **Supporting rural socio-economic development agendas:** the project was identified as relevant to the implementation of the territorial approach to peace, as established in development plans with a territorial focus, implemented by the Territorial Renovation Agency (ART), and in line with efforts to address grievances of areas historically affected by conflict.
  - (c) **Supporting efforts to close the rural-urban data and information gap:** national level stakeholders such as DNP and the National Statistics Department (DANE), found the project relevant to the need for increased data availability on aspects specifically related to local and territorial development. Informants interviewed from these institutions stated that the project was highly relevant to the purpose of connecting national-level institutions with local constituencies in focalized areas and providing reliable evidence-informed sources of analysis and information; the latter (information) in reference to the analytical and conceptual frameworks produced by the project.
  - (d) **Promoting a regional approach to development and strengthening linkages between the rural-urban areas:** The project and its objectives are also aligned with the State's long-standing efforts to increase regional connectedness and to promote regional development clusters. The clustering of cities and departments that share similar cultural, economic, and social characteristics, and their strengthened inter-reliant connections, was also set as part of the objectives in the 2018–2022 National Development Plan "Pact for Colombia, Pact for Equity", especially the "pact for decentralization: connecting territories, governments and populations". In this sense, the notion of rural-urban linkages was referred to by stakeholders as strongly connected to the vision laid out by the plan, and to the need for a greater understanding of the development opportunities, synergies between actors, and existing capabilities in these territories.
38. The sustained work and contributions to development and policy agendas in the country by the ECLAC office in Bogotá is a substantially important factor in the relevance attributed to the intervention at the level of national government stakeholders. ECLAC has in the past supported the design of rural development policy frameworks and is part of consulting committees such as the committee on poverty and for the development of the economic census, as referred to in the interview with DANE and DNP.

39. To national stakeholders interviewed, *the analytical and conceptual report produced on rural-urban linkages by ECLAC under A1.1* (see Expected Accomplishments 1 and 2, section 2.2.1, Evaluation methodology) *is well known and perceived as a relevant* source of information and evidence that key informants acknowledged having used as reference in official documents on rural-urban linkages, as it provides “a greater practical and theoretical understanding of bottom-up territorial relations and how to approach the comprehension of the linkages in these relations” (KII, April 2022).
40. However, less can be said on the relevance attributed to the national-level events conducted. The analysis from interviews showed that the recall of relevance of contents and discussions during the initial national level-event was lower than that of the overall project relevance. Those interviewed who had participated in the 2018 national event had few remarks about their participation, pointing to the valued exchange with subject-matter experts on the rural-urban linkages concept.
41. In terms of the relevance of “advisory services” provided under A2.2, the evaluator was partially able to establish significant linkages between the meetings listed as part of the advisory services, the topics of these meetings, and their relevance to both the objectives of the project and the agendas of national level stakeholders. This was mostly because of the lack of systematic attendance list at these meetings to account for the outcomes and the trajectory they followed in the intention to “incorporate rural-urban linkages approach into inclusive development policies” (Project document). Annual reports and accounts from the project team during the evaluation indicate that there were numerous activities conducted and marked under advisory services, though these were less “formal and structured”. While stakeholders mentioned several of the meetings listed in reports as part of such services, for the most part they referred to *these as more informative and for the purpose of coordination, rather than advisory*, which made it difficult to fully establish connections to the accomplishment of outcome EA2 in terms of uses of this information.
42. The relevance and scope of advisory services was also greatly determined in part by the change in government and the COVID-19 pandemic, which during the first (elections), second and third years of the project conditioned access to national level stakeholders. This finding is further unfolded under the *effectiveness section*.

**FINDING 2:** *The project’s activities to strengthen the capacities of stakeholders for the practical comprehension of the rural-urban linkages are for the most part seen as relevant to the objectives of the organizations and individuals it addressed.*

## **EA 2: Improved capacities of local stakeholders to identify and promote sustainable initiatives to reinforce rural-urban linkages (local level)**

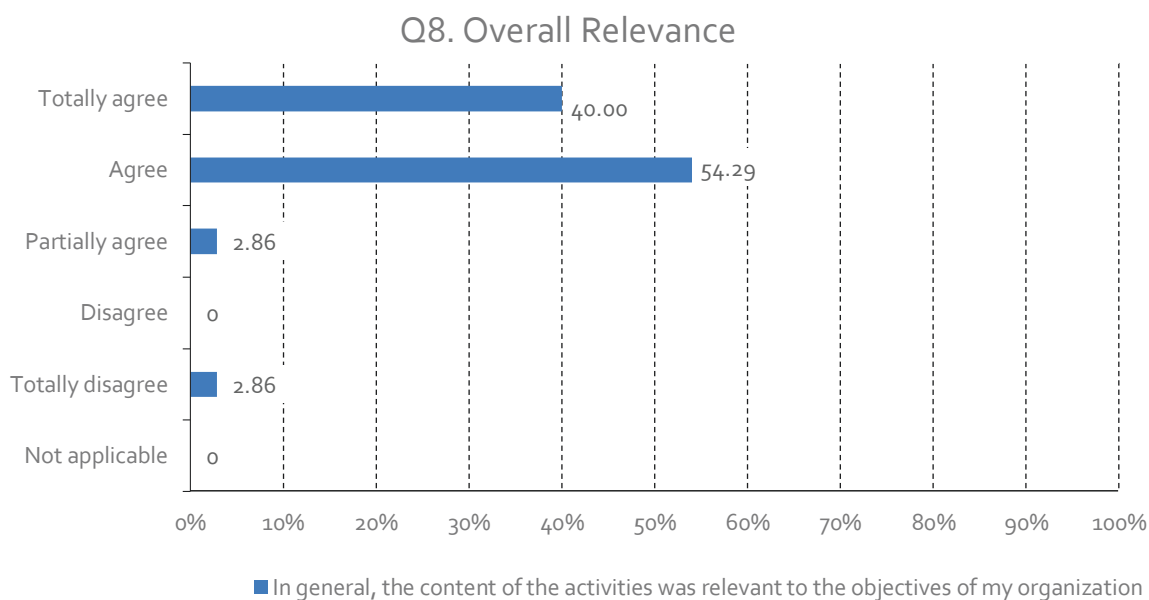
43. When questioned about the perceived relevance of the content of the activities in relation to the objectives of the participants and the organizations they represent, the majority referred to these as *highly relevant*. In their accounts, the notion of the rural-urban linkages has applicative value to the achievement of their goals and to a broadened comprehension of rural-urban dynamics in the territories where the project intervened.
44. Relevance, however, must also be unpacked as it carries a different meaning for the different stakeholders. For example, the concentration of activities at a more localized or territorial level also reflects on the importance that participants from local civil society organizations (associations, women’s and youth organizations, community initiatives, academia and others) accord to rural-urban linkages, and thus their perceived relevance for the project in connection to:
- (a) The need to link up with other organizations and reassess the way in which potential networks are mapped and understood as strategic in their given context.

- (b) The importance of exchanging experiences and knowledge with other initiatives of similar nature and creating knowledge networks.
  - (c) The identified need for a broadened vision of the territory and what it entails in terms of productivity, value chains, interdependencies, and opportunities to build on them.
45. For young people and women's groups, two central stakeholders of the project, the perceived relevance is also high. The findings show great alignment of the project and the rural-urban linkages approach to the agendas of the participating youth and women initiatives<sup>10</sup> and their representatives. Four themes emerged with more frequency in the analysis as references to relevance in relation to:
- (a) The increased awareness of the possibilities offered by rural-urban linkages to connect beyond the scope of the initiative's objectives.
  - (b) Their need to establish broadened networks and synergies with actors in their territories, and thus, to better understand the map of such actors and their work.
  - (c) The comprehension of the rural-urban linkages and a change in perception of the linkages in their territories, from being exclusively connected to the scope of their organization's work, to more inclusive and in-depth analysis of endogenous and exogenous territorial development dynamics.
  - (d) The objective to increase visibility of their initiatives to stakeholders of interest, which was relevant in terms of achieving greater impact and connecting at a more strategic level with public and private actors.
46. At the local level, the project had a significant level of coordination with the regional offices of the ART, particularly in Tolima. For this stakeholder, the project was relevant as well to the broader agency's national objective of bringing the development plans with a territorial focus to these areas and incorporating the regional vision as part of their development approach. In light of this aim, it is perceived that rural-urban linkages are also relevant to connect with core local community development initiatives with a more integrated approach to the analysis of local networks in the forms of linkages. Thus, it was also highlighted as relevant to the need for an in-depth practical and conceptual understanding of the rural-urban linkages. The overall relevance of activities according to survey participants is summarized in figure 2.

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<sup>10</sup> Note from the evaluator: In this assessment, the term "initiative" is used to describe a formal or informal organization, network, or any other form of association that has clear objectives and agendas rooted in territorial development objectives, such as those of youth and women in the context of this project.

**Figure 2**  
**Perceived relevance of the content of activities**  
*(Percentages)*



Source: The evaluator based on the survey conducted.

#### 4.1.1 RELEVANCE TO ECLAC STRATEGY

47. The project was originally in alignment with the ECLAC strategic framework for the biennium 2018–2019 and a review of the subsequent draft programmes of work showed that, at the level of subprogrammes and their EAs, the project remained consistently aligned throughout its implementation cycle (see table 4). The project incorporated training sessions, seminars, and workshops, as well as advisory services and the development of technical materials, to support stakeholders and promote broader comprehension and application of rural-urban linkages.

**Table 4**  
**Alignment of project with ECLAC programme of work**

Subprogramme	Subprogramme objective	EA 1	EA2
<b>Subprogramme 2: Production and Innovation</b>	To enhance structural change, productivity growth, innovation, and digital infrastructure in the region.	Strengthened capacity of Latin American and Caribbean governments to formulate policies and strategies to transform the production structure through innovation and the diffusion of technology in the production matrix, and the creation of linkages between activities, firms, and sectors.	Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, to reduce the productivity gap with the developed economies, and to incorporate new technologies in production and management.

Subprogramme	Subprogramme objective	EA 1	EA2
<b>Subprogramme 4: Social development and equality</b>	To achieve greater social and economic equality and improve the overall well-being of the people of the region.	Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups.	Strengthened technical capacity of social policy institutions to improve the effectiveness, efficiency, transparency, and sustainability of their public action, and to develop synergies with other social policies, institutions, and stakeholders.
<b>Subprogramme 9: Planning of public management</b>	To enhance planning and public management processes in the region for the advancement of equitable and sustainable development.	Strengthening of competencies and capabilities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity.	

Source: Prepared by the evaluator on the basis of review of the project document and ECLAC programmes of work.

#### 4.1.2 RELEVANCE TO AND ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

48. In the original project strategy, the project's alignment with the SDGs was established for Goals 2, 8, 15 and 16. After a detailed analysis of project activities and results attained against all SDGs, targets and target indicators, the evaluator reassessed the main contributions in terms of relevance and the connectedness of the implementation as seen in table 5 below:

**Table 5**  
Project alignment with the Goals and their targets

Goal	Description of Goal	Targets the project is relevant to	Target indicators	Project EA and activities
<b>Goal 2: Zero hunger</b>	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	2.3, 2a	2a.2, 2.3.2.,	A1.1, A2.1, A.2.3
<b>Goal 5: Gender equality</b>	Achieve gender equality and empower all women and girls.	5.1, 5c	51.1.,	Cross-cutting
<b>Goal 8: Decent work and economic growth</b>	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	8.3, 8.6 and 8.9	8.3.1, 8.6.1, 8.9.7	A1.2, A1.3, A2.1, A2.2, A2.4.,
<b>Goal 11. Sustainable cities and communities</b>	Make cities and human settlements inclusive, safe, resilient, and sustainable.	11a	11.a.1	A1.1, A2.1, A.2.3
<b>Goal 17. Partnerships for the goals</b>	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	17.3, 17.9, 17.18,	17.3.1, 17.9.7, 17.18.1	Cross-cutting
<b>Goal 16: Peace, justice, and strong institutions</b>	Promote just, peaceful, and inclusive societies.	16.5, 16.5, 16.6, 16.7		A1.2, A1.3, A2.2, A2.4

Source: prepared by the evaluator on the basis of desk review and primary data from the assessment.



### 4.1.3 SYNERGIES WITH UNITED NATIONS AGENCIES AND OTHER ECLAC INITIATIVES

49. The work of ECLAC in Colombia is framed under The United Nations Sustainable Development Cooperation Framework and is thus aligned with higher-level coordination efforts to support the goals of the 2030 Agenda in the country. In the context of the implementation of the project, the interconnection with United Nations agencies was of a participatory nature. The United Nations Population Fund (UNFPA), UNDP and the Food and Agriculture Organization of the United Nations (FAO), for example, attended the final national seminar; FAO was reportedly no longer working in Southern Tolima by the time the Development Account project started.
50. There was, on the other hand, clear coordination with the innovation office of UNFPA. The project team worked with UNFPA to adopt the “social hearing” methods used by this agency as part of their ECHO initiative, which sought to understand the different meanings attributable to conversations being held with stakeholders at the local level, participating in the project’s meetings, seminars, and workshops. This is considered as an innovative practice in which it adopts technology tools such as automatic voice recognition, data analytics and artificial intelligence to process large volumes of information coming from citizen’s voices with regards to their issues of interest in local and national development policy agendas. The results were analysed and codified in connection with the 2030 Agenda. They were published on the project’s website and the UNFPA officer leading this work was also invited to present the ECHO experience during the final seminar “Feria de Tejidos Territoriales”, held in January as the final project activity.
51. Although the evaluator was unable to triangulate the relevance or effects of this synergy in the form of results from primary information collected, it is important to highlight this coordination as a good practice that leveraged the expertise of both agencies to incorporate innovations in social dialogue analysis to the project. In interviews with the project team, they also expressed how challenging it was to get other agencies on board due to several limiting factors, some structural such as the pursuit of agendas in what is considered as siloed way by the agencies, and other external, such as the shift in priorities for many agencies supporting response to COVID-19.

**FINDING 3: The adaptations made to the project strategy and activities in response to changes in the conditions for implementation affected the rollout of the strategy and the scope of the results.**

52. The COVID-19 pandemic had a significant and visible impact on the way the project was implemented, prompting various changes in the scope of activities, the delivery methods, the financial implementation, and the involvement of stakeholders of the project.
53. Scope of activities: the evaluation identified that the main changes occurred at the level of the scope of activities, translating into variations from the original output proposed versus that delivered. The most significant adaptations had to do with: a) the type of workshops and seminars conducted from those originally planned in activities A2.2. and A.2.4; b) the type of advisory meetings held with local and national government officials and the A1.3; c) the number of analytical and conceptual documents produced to inform the rural-urban linkages concept and the practices identified in the territories where the project worked.
54. As described in the section on effectiveness, these changes also required the corresponding adjustments to the original budget, adding more to consultants and activities. Furthermore, they slowed down the implementation during the initial years, concentrating most of the spending and thus implementation of activities in year four (4) of the project (2021).
55. During year 1, the project faced the transition in government. The electoral dynamics in Colombia make the public system less responsive to matters outside of the priorities in closing the implementation of the current development plan and preparing for the elections. In this context 2018 was for the most part used as an inception year, observably at the level of context analysis, mapping activities and dissemination of the project to generate alliances with stakeholders within scope and reach.

56. The assessment shows a great level of adaptability from the project team and consultants to the disruptions caused by the global pandemic. The project team rapidly worked with stakeholders on alternatives to the in-person delivery methods originally planned for the workshops, seminars, and overall meetings, to creating the materials and methods that allowed for virtual interaction. However, there were perceived difficulties in rapid coordination and alignment of these changes to the United Nations financial rules and regulations, in specific cases such as, for example, the need to provide participants in rural areas of Southern Tolima with prepaid cards to access the seminar via cell phone in the absence of wireless networks. This, according to the team, resulted in them assuming the cost of these purchases; although commendable in terms of ensuring the implementation of activities and inclusion of participants, arrangements should be made to avoid this as practice. The evaluator discusses this further in the lessons learned section.
57. Finally, the project also responded to limited interaction with stakeholders by using other communication strategies, such as focusing on a robust website and the publication of newsletters. The newsletters, as identified from interviews and the survey, proved to be an effective mechanism to sustain communication in a remote way, as well as to present the local interwoven territorial networks (*tejidos territoriales*) identified and to promote the exchange of information and knowledge on the various local development networks identified.

## 4.2 FINDINGS ON EFFECTIVENESS

**FINDING 4: The project has visibly increased the awareness of the strategic, conceptual and practical relevance of rural-urban linkages and their potential for inclusive regional and localized development.**

58. The analysis of effectiveness has considered the disruptions to project implementation coming from various externalities mentioned, such the pandemic, a change in government and internal turmoil during extended periods of social unrest that have occurred during the past years. Therefore, the evaluator has drawn on the results of primary data collection and extensive triangulation with project staff and stakeholders to provide an overview of the effects and contributions identified from the project intervention, intended and unintended. However, some of the observations must be taken with caution and formative intention, since, as indicated in observations to data management and monitoring (See efficiency section), the availability of structured monitoring databases limited some aspects of the analysis.
59. That said, the effects of the project emerged in three recurrent themes: (1) the concept of rural-urban linkages and practical applications, but more importantly, the implications of understanding the “interweaving of networks” in the territories. (2) The value of networks and connections emerging as a result, and the anticipated effects of promoting “multi-actor” dialogues. (3) The valued knowledge exchange and capacity building: the contributions made to the base of knowledge of participants and the adaptation of formats and contents to meet the needs of local stakeholders in terms of capacity and strengthened connectivity to champion rural-urban linkages in their territories.
60. Concept and applications of rural-urban linkages: The value that stakeholders and participants in capacity building activities gave to the in-depth comprehension of the concept of rural-urban linkages and its practical application to the understanding of networks, value chains and opportunities for inclusive development in the territory that connect to the notion of “weaving” such networks, was clear and consistent from data collected and document review. At the level of national governmental stakeholders, while the concept was not identified as novel (there is already a notion and focus on the policy implications of inclusive territorial development approaches, and a mapped-out policy agenda that targets promoting regional and subregional lens); these stakeholders mentioned that the project’s contributions were key to seeing what these “networks” looked like in practice, making direct references to the cases presented in the project newsletters and analytical documents (i.e. Violines Caucanos, and the Cartama case), and to those they entered in contact with during the regional events (Tolima and Antioquia) and final national seminar (Bogotá).

61. Networks and visibility: The project's catalysing effect in the establishment of networks at the level of local actors are highly valued by stakeholders as a contribution to the social capital of the local initiatives through the enriching dialogues and exchanges that have occurred in the seminars and trainings. The "networks" or "telares" that formed, for example between youth and women's organizations in Southern Tolima were referred to as "important" and in other cases "transformative" as they broke secluded viewpoints of rural development and the opportunities in the rural-urban linkages for action and policy advocacy of these community-based organizations. Some 36,6 % of participants indicated they are part of a network or "telar" created because of the project, with most referring to the network of women from the south, network of young people, and communications network (*telar de mujeres del sur*, *telar de los jóvenes* and *telar de comunicación*).
62. Other stakeholders concurred with this view, although they attributed different effects. For one of the closest local technical allies of the project, the University of Ibagué, the project yielded results in areas that far exceeded the project scope, with implications for how their Peace and Region initiative and other university projects can connect with the communities and the key actors in the territory to increase their leverage and impact of activities with local communities. Key informants attributed to the project the opportunity to "identify, connect and craft alliances with other relevant community actors outside of their initial scope of participation in the project" (Kil interview, April 2022).
63. Knowledge exchange and capacity building: aside from the connecting function of the networks that emerged during the project and the bottom-up and top-down interactions between actors from the national and the territorial level, there was also the function of knowledge that came from the exchange in the seminars and workshops conducted. On one hand, participants highlighted the opportunity to engage with initiatives in the territories during the closing national seminar (*Feria de Tejidos Territoriales*), and how learning about local youth, women, and other community agents helped them envision the practical applications of the territorial networks and the rural-urban linkages. On the other hand, for participants in the local workshops in Tolima, there was high value attached to the practical knowledge transferred not only on rural-urban linkages but also in aspects like communications, cooperatives, and project design, among others. Some 80.56 % of respondents indicated that they have put in practice the knowledge acquired in the workshop.
64. However, to the question of the most significant contribution, a few participants also perceived that the project "stayed at a very superficial level", and that they would have liked to see it more tangible as in the form of, for example, funding for projects, that could benefit them from the rural-urban linkages and the establishment of networks and serve as practical application; 19.45% of respondents indicated they have not used the knowledge acquired in workshops or have not had the occasion for it. This was further triangulated through the interviews and focus groups, where some participants reaffirmed this perspective, while valuing the overall importance of the rural-urban linkages approach and the awareness acquired.

**FINDING 5: The intensity of engagement with stakeholders and participants in project activities in each target area is reflected in perceived and evidenced asymmetries in effects and contributions.**

65. The asymmetry in project intervention, with regard to the type and level of collaboration and technical resources invested in each department, resulted, as can be expected, in a harvest of outcomes that were highly concentrated in Tolima. This was evident when, for example, a beneficiary from Meta had much less to say regarding the knowledge and network outcomes of his/her participation in the seminars or meetings, in comparison with those interviewed who had been engaged in more interactive and long-standing activities taking place in Tolima. This comparison applies as well to other territories, such as Antioquia and Valle.

66. To a large extent, the project did not have sustained participation of the private sector in the activities, nor visible synergies generated in the resulting networks. There were several reasons identified for this, including a change of priorities from these agents, given the need to respond to national and global crisis prompted by the COVID-19 crisis. The longer-term impact of the limited engagement from these stakeholders is not measurable at this point, but given the intention of the project to strengthen rural-urban links between actors across productive initiatives, value chains and business networks, among others; their lesser involvement from what was initially intended leaves the project with an imbalance in terms of the richness of cross-sectoral inputs to the dialogues promoted, and overall, in the promotion of a rural-urban linkages approach that reflects how private actors address shared value and contributions to inclusive development with a rural-urban linkages mindset.
67. The above, however, also implied a diversification of stakeholders, especially at the meso-levels. The collaborations with the *Cajas de Compensación Familiar* (Family Allowance Funds) and the Chambers of Commerce was highlighted by the project team as interesting alternatives that deserve further attention in future projects. The private nature of these entities gives them the possibility to establish work agendas independently and with fewer administrative procedures, which makes for a more efficient and targeted coordination. This relates as well to the potential identified in the collaboration with universities and academic institutions as liaising and strategic knowledge actors.
68. The project team also referred to other indirect forms of outreach to the private sector in, for example, the strengthening of development cooperation organizations and civil society organizations with a mandate to support greater involvement of the private sector in the “development plans with a territorial focus” projects, using as platform the “works for taxes” policy, that creates incentives for the private sector via investment in public goods (*Obras por Impuestos*).

***FINDING 6: Despite intensive and consistent advocacy efforts, achieving results at the national and local policy levels proved to be difficult for a project with this scope. However, ECLAC is recognized as a trusted and necessary provider of expertise in socio-economic policy development.***

69. At every stage, the project team advanced extensive efforts to promote the project and the conceptual framework it develops as rural-urban linkages and further along, territorial networks. Some of these were indirect, where ECLAC participated as guest, and other were directly organized and facilitated in the context of the project. The former were listed in project reports as they occurred on-demand and on- occasion, with the corresponding verification means. The latter were documented as part of the fulfilment of project indicators A1.2, A1.5, A2.2 and A2.4.
70. The national seminar (A1.2) gathered experts on the topic and, as acknowledged by some of the KI who participated of these, it was a good opening to understand the importance of the topic and its applicability to the intended incorporation of the territorial approach to peace and development at the time. The exit evaluation of this seminar (2019) showed that participants had found the topic relevant and the discussions insightful to broaden their view of rural-urban linkages. However, most participants were not traceable through the evaluation survey; therefore it is difficult to connect their participation in this seminar to outcomes of a sustained involvement in project activities, with very few exceptions.
71. The final national seminar (A1.5), on the other hand, contributed to the presentation of some of the participating local initiatives, which was valued by representatives of these local organizations as an opportunity to showcase their work and generate potentially relevant connections, and by other stakeholders as an opportunity to learn from these initiatives, as evidenced by the evaluation.
72. As for the regional seminars (2019) projected under A2.2., the shifting conditions during the project led to the implementation of only two of these at the scope initially planned: Antioquia and Tolima. These were nonetheless observed as levers of ECLAC networks by bringing together multi-sectoral

governmental and non-governmental actors and local community organizations to discuss the notion of rural-urban linkages placed in local contexts of these departments. As expressed by the project team and consultants, these events contributed to the identification of existing inclusive development practices and opened the door for connecting and establishing common agendas with potential allies such as the universities, local governments and local chapters of national government agencies (i.e., ART).

73. The two other regional seminars projected in this activity turned into a series of workshops organized around six modules, held virtually and with a more focalized group of participants from the southern municipalities of Tolima. These workshops were convened with the local community organizations to strengthen their capacity to incorporate practical skills and knowledge into the creation of rural-urban linkages and also had participants from the local government and the universities. Respondents to the survey who participated in these workshops highlighted their relevance in the formation of networks and in more practical knowledge of the value chains, communications and overall concept of rural-urban linkages applied to their territory. Furthermore, participants also highlighted how the workshops helped them identify the “how” —the way in which they can promote and contribute to rural-urban linkages within and beyond the realm of their community work.

***FINDING 7: The methodologies and communications strategies fostered strengthened and sustained interactions with stakeholders to meet the core objectives of the project. However, the analytical documents produced were not made widely available or disseminated to all audiences.***

74. Adaptations made to cope with the disruptions from COVID-19 and the impossibility to conduct in-person activities during the second and third year of the project had a positive effect on the achievement of outputs and results obtained. The assessment shows a positive effect of the investment in a robust website that hosts all information and will also serve to keep this accessible to stakeholders in the future. Additionally, the communications strategy, with a regular communications newsletter, was also valued by stakeholders as of quality and relevance in relation to content. Particularly, stakeholders valued the visibility it gave to the territorial initiatives, exemplifying with this the good practices in rural-urban linkages and inclusive development, and for some stakeholders at the national level, the identification of local initiatives from, for example, women, youth, and former combatants, that they did not know about but needed to map. The project produced a total of 9 newsletters throughout 2020 and 2021.
75. Through the analytical documents and case studies published, the project achieved and exceeded all the targets for publications (see table 6) under activities A1.1, A1.4, and A2.1. Nonetheless, the evaluator could not identify the effects achieved by such documents in all cases in the narrative of informants or the answers to the survey. When asked, most informants reported not knowing about or having read the documents produced, except for the conceptual framework, which came up in conversations numerous times as a useful source. However, participants were very familiar with the newsletters published (*boletines*) and referred to them as useful for gaining knowledge about local civil society initiatives of interest to them, or said that they provided knowledge for understanding local territorial dynamics and existing “territorial networks”.
76. To date, the evaluator could not identify or be directed to a document that met the criteria for A2.3.: “prepare a document with the knowledge acquired in the workshops from the activity A2.2. It should analyse how to promote sustainable initiatives in the territories that reinforce rural-urban linkages.” In the last conversation held with the project team, this document was somehow understood as well as the final report (2021) which the evaluator has not yet received either.

**Table 6**  
**List of analytical documents and case studies published under the project**

Title	Author	Year	Link to Activity
1	Cinco tejidos rurales urbanos en Antioquia	Jorge Lotero, Alix Gómez, Patricia Giraldo, Juan Carlos Ramírez	2021 A2.1
2	Ciudad y Campo en Colombia hasta septiembre del SXX. De la Utopía a la ruralización, y a la urbanización acelerada	Jorge Eduardo Melo González	2022 A1.1
3	Configuración territorial de las provincias en Colombia	Juan Carlos Ramírez, Johan Manuel de Aguas	2021 A1.1 - A2.1
4	Dinámica de la pobreza en Colombia en el SXXI	Juan Manuel Monroy, Juan Carlos Ramírez, Jairo Núñez	2022 A1.1
5	Dinámica territorial del desarrollo y vínculos urbano-rurales en Antioquia (Colombia)	Jorge Lotero Contreras	2022 A2.1
6	Los tejidos territoriales y el desarrollo en la Provincia de Cartama (Antioquia, Colombia)	Jorge Lotero, Alix Gómez, Patricia Giraldo, Juan Carlos Ramírez	2021 A2.1
7	Turismo comunitario y los festivales de música y cultura tradicional en Buenaventura (Colombia)	Waldor A. Botero, Dennis Huffington Arroyo, Fernando Urrea-Giraldo, Juan Carlos Ramírez J.	2021 A2.1
8	Vida digital, jóvenes y tejidos territoriales	Rafael Orduz, Juan Carlos Ramírez	2022 A2.1
9	Vínculos Rurales-Urbanos en Tolima (Colombia)	Jaime Eduardo Reyes, Juan Carlos Ramírez	2021 A2.1
10	Vínculos rurales-urbanos y tejidos territoriales para el desarrollo inclusivo en Colombia. Marco analítico y conceptual	Juan Carlos Ramírez, Olga Lucía Acosta, Yaddi Miranda, Juliana Niño, Diego Mora, Sonia Monroy.	2022 A1.1
11	Vínculos territoriales en el municipio de Lejanías. El ecoturismo en la región del Ariari (Meta, Colombia)	Eduardo Fernández Delgado, Ariel Cifuentes Noyes, Juan Carlos Ramírez Jaramillo	2022 A2.1
12	Violines caucanos	Fernando Urrea-Giraldo, Nathalia Jiménez Castaño, Waldor A. Botero, Christian David Solís Daza, Daniel Felipe Romero Bernal, Santiago Andrés Guzmán García, Juan Carlos Ramírez Jaramillo	2021 A2.1

Source: Prepared by the author using information from the desk review.

### 4.3 FINDINGS ON EFFICIENCY AND PERFORMANCE

**FINDING 8: Overall, the project achieved the indicators set, and the activities conducted maintained quality and relevance, in spite of adaptations made due to external constraints.**

77. The project had major delays in implementation through year one to three. According to the 2018 Annual Progress Report, by the end of that year (Y1), the implementation rate was only 3.8% of the total budgeted, reaching 35.05% in Y2 and 50% by the end of 2020 (see table 7 for other data on the project budget and implementation rate). Thus, *half of the expenditure occurred in the last year of the project implementation (2021)*. The extent to which this impacted the nature of activities, and their overall relevance and quality, is implicitly high considering the administrative burden that an expenditure rate that high posed to the project team. This also led to a decrease in budget of US\$ 20,000 from the original allocated, as already described (2.2. About the project).
78. Another important observation from the analysis of budget implementation has to do with the increase in the amount allocated to consultants (+76.5%) and events (+85.4%) as seen in table 7. This increase was justified by the team owing to the need to adjust the level of effort provided by consultants to the preparation of materials and methods for the delivery of training, seminars, and workshops in a virtual environment. There was also an increase in the number of documents prepared, from the 5 originally planned to 12. Five of these link to EA1, focused on the analytical and conceptual framework for rural-urban linkages, and the remaining eight support EA2, focusing on the case studies for identified interwoven territorial networks (*tejidos territoriales*).
79. Consequently, the level of effort of consultants as observed from budget allocation of activities, shows higher concentration of human resources on EA2 activities (see figure 3). This insight correlates with the number of activities, workshops and other activities implemented at the local level, particularly the series of regional workshops conducted with participants in Southern Tolima, regional seminars, and other capacity building workshops at that level. The evaluator also notes an intentional effort from the project team to deliver higher value to the targeted stakeholders in this region, and to the reconstruction of local territorial networks and value chains that could further inform the notion of the rural-urban linkages. This was perceived from the narrative of stakeholders interviewed.
80. Through the partnership with University of Ibagué, the project team leveraged resources in the form of contributions from interns to the activities conducted in Southern Tolima. Reportedly, this contribution's estimated value was US\$ 2,000. No other money or in-kind contributions were reported. However, in terms of efficiency and cost-benefit, this partnership with the University, as mentioned earlier, was highly beneficial for the objective of connecting with this subregion and reaching out to key stakeholders, and it could also impact sustainability of actions, to some extent (see section 4.4 of this document).

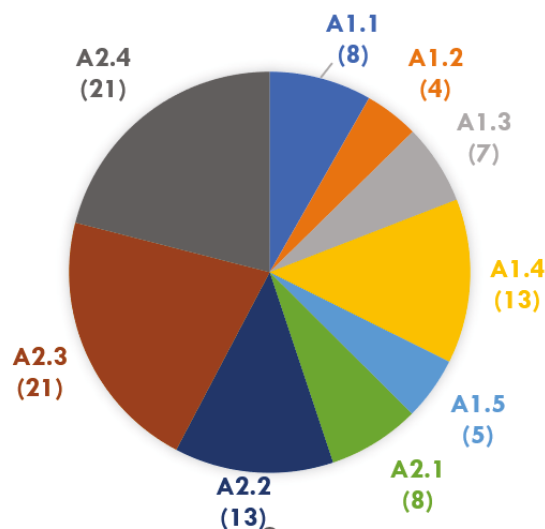
**Table 7**  
**Project budget and implementation rate**  
*(Dollars and percentages)*

Cost centre	Budget class	Consumable amount	Consumed amount	Available amount	Implementation rate (Percentages)	Percentage of total budget
1935 - ECLAC Bogotá National Office		530 000	524 598.1	5 401.90		
	<b>SB-009451 1819AG - ECLAC RURAL-URBAN LINKAGES</b>					
	Other staff costs (GTA)	25 000	22 827.8	2 172.20	91.31	4
	Consultants and Experts	197 350	349 298.6	-151 948.60	176.99	67
	Travel of Staff	60 900	10 473.7	50 426.30	17.20	2
	Contractual Services	80 719	39 426.2	41 292.80	48.84	8
	General Operating Services	33 781	62 629.8	-28 848.80	185.40	12
	Grants and Contributions (Workshops/ Study Tours)	132 250	39 942.0	92 308.00	30.20	8
	<b>Grand Total</b>	<b>530 000</b>	<b>524 598.1</b>	<b>5 401.90</b>	<b>98.98</b>	<b>100</b>

Source: Programme Planning and Evaluation Unit of ECLAC.

**Figure 3**  
**Budget allocated in the “consultants and experts” category, by activity**  
*(Percentages)*

**DISTRIBUTION OF TOTAL BUDGET ALLOCATED TO CONSULTANTS PER ACTIVITY**



Source: Prepared by the evaluator using project information on financial implementation.



81. The project generated other alliances that supported the relevance and effectiveness of activities, and the adaptive management of changes prompted by the pandemic. Its in-depth and strategic value was more perceivable at the level of EA2, where the work with the regional office of ART in Tolima was crucial to the mapping of local rural-urban linkages and community-led initiatives. Furthermore, the alliances with universities in Valle del Cauca and Tolima also added value to the mapping and documenting of local practices, and as key levers of connections with other relevant actors in forums to present the rural-urban linkages and the notion of “interwoven territorial networks” (*Tejidos Territoriales*). At the level of the EA1 the synergies were prevalent and visible with the DANE and the DNP, but the nature and outcome of those contributions was not as measurable as those occurring under EA2.
82. Overall efficiency of the project was also determined by internal structural factors, such as the high reliance of the project on external capacity, in the face of constraints to performance caused by the limited human capacity of the team in the ECLAC office in Bogotá to keep up with the technical and administrative demands of implementation. This is a very small team, with only three staff members and two dedicated consultants, which affects the team’s performance of time-consuming administrative procedures and it sometimes limited the flexibility of the administrative systems to support implementation during moments of complexity and crisis, such as the pandemic. There are risks in implementing projects like this one with a high level of outsourced human resource, two of the most critical being the gap in capacity and knowledge installed. Since the consultants performing project administration and reporting tasks usually do not go further with the organization, this limits the possibility of creating in-house expertise and further replicating knowledge acquired in other areas of practice or project within the scope of ECLAC.
83. In general, participants in interviews, focus groups and the survey identified the content of activities and materials as of quality (94.29%) and contributing to the objective of furthering the rural-urban linkages concept and the creation of territorial networks. In the case of the methods used, for example, 83.34% of respondents indicated that the methodologies used to deliver training in virtual settings positively contributed to the achievement of objectives. Participants highlighted the quality and utility of the logbook, a guide to developing the series of territorial workshops in Southern Tolima, for keeping track of the contents and harnessing more value from participation in a virtual modality. Likewise, over 90% agreed that the experts contributing to the corresponding activities facilitated the comprehension of the value of rural-urban linkages and the broadening concepts of what is understood as the ‘territory’.

**FINDING 9: The non-systematic monitoring of the project that was identified limited the traceability of participants, measurement at the indicator level, and continuous analysis of results throughout the project for purposes of learning and adapting.**

#### 4.3.1 PROJECT MONITORING SYSTEM AND PRACTICES

84. The evaluator, as mentioned earlier, had limited capacity to measure performance and results at the level of each indicator associated with the Expected Accomplishments. Therefore, for the purpose of the assessment and future practice, the evaluator finds it important to further elaborate on the findings related to this dimension of management, performance, and efficiency.

##### *Systematic monitoring as practice*

85. A careful review of the documents provided as part of the monitoring at the performance and output level led to the conclusion that these were insufficient to elaborate on basic project implementation aspects such as number of beneficiaries/participants and the number and output of activities, especially those accounted for as advisory services, and the disaggregated data of participants in terms of gender and age. The latter, for example, are two important markers to read the

characteristics of stakeholders considered as central for the project: youth and women. Aspects such as inconsistency in the formats used to collect participation data and the absence of systematic and continuous transcription and inputting of evaluation forms and participation sheets made it very difficult to understand performance in quantifiable and qualitative ways.

86. Furthermore, the evaluator had to reconstruct, in dialogue with the project team, the changes and adaptations made, as well as the activities performed to achieve the project's objectives and targets. Although it is understood that the pandemic prompted several changes and the team had to adapt and respond rapidly, the lack of any consistent monitoring system left out important data on the nature of many activities and the results obtained. While the evaluator has tried to the extent possible to address these gaps with emphasis on triangulation, the impact transcends the evaluation and it limited informed decision-making, reporting, and harvesting lessons throughout the project implementation cycle.
87. Yearly reports revised during the inception phase showed the narrative account of indicator achievement. Some of these reports referred, for example, to the phone interviews held with local authorities and other participants to inquire about the perceived outcomes of participation in seminars and workshops. However, the evaluator was not provided with the interview guides or the coded and analysed data from such conversations. In the case of the national closing seminar and other activities delivered in virtual or hybrid format, there were no registries available of participants who joined virtually.
88. The evaluator acknowledges the constraints that the project team has faced with a very unexpected global disruption, and other internal structural constraints that go beyond staff governance over monitoring and evaluation aspects. Thus, to facilitate such adaptations and mitigate the burden of procedures and regulations within the United Nations, the design of monitoring systems must be established as a component of critical importance to facilitate effective performance, efficiency, learning and adaptive management in complexity.

## 4.4 SUSTAINABILITY

### *EA 1: Strengthened capacities of national and local policymakers (national level)*

***FINDING 10: The project has the potential for sustained action in the promotion and provision of advisory services to national and territorial governmental institutions, within the framework of the rural-urban linkages, but it should also consider extending this work to other relevant institutional actors for increased strategic policy advocacy.***

89. The level of engagement and participation of national and local policymakers and public officials indicates segmented sustainability that needs to be understood in the small units of action in which the project has engaged with national government stakeholders. The project, as has been indicated already, has worked in a targeted but consistent manner with three main public stakeholders at the national level: DNP, DANE, and ART (regional office). Drawing on the analysis of interviews with key informants within these institutions, the evaluator identifies that there is potential for sustainability and longer-term effects in:
  - (a) Cooperation with DANE in an advisory capacity, to provide insights from the dialogues with civic organizations and to further collaborate in the facilitation of dialogues with key territorial development actors, as it is in the mission-related interest of this organization to enhance the depth and breadth of geo-focalized statistics to promote greater understanding of “the demographic and economic heterogeneities at the subnational level” (Interview, DANE, April 2022).
  - (b) Leveraging participation in the various DANE advisory committees that ECLAC has been invited to, such as the ones on poverty and the economic census. Anticipated participation in these

committees is an opportunity to continue to present expert insights on the avenues for the implementation of the rural-urban linkages in rural development, more inclusive policies, and territorial statistics. Likewise, ECLAC can continue to work with DANE to construct data-informed baselines for the further approximations to local and community work in the context of the rural-urban linkages or other interconnected strategies of the office in the future. The high alignment of the rural-urban linkages approach with the State's development agenda is a window of opportunity to increase targeted efforts with national polices and policymakers and nurture the existing connections with clear agendas for effective advisory services in the next policy cycle.

- (c) Further collaboration with the public innovation area of DNP, especially in support of the Regional Observatories and the Administrative Regions for Planning (RAP).<sup>11</sup> The latter are perceived as valued coordination mechanisms with potential to channel efforts towards interconnectivity of the departments around regional development milestones established for the existing RAPs, and the projected design of their 2030 action plans. DANE officials interviewed pointed to the importance of the inputs from the rural-urban linkages and the territorial networks identified, and the value of methodologies for the mapping of such networks. These have prospective value to the work of RAPs in similar tasks. It is also important for ECLAC to draft a plan to disseminate the document under elaboration so it works as an analytical and practical basis for the members of RAPs in the understanding and inclusion of territorial networks that could foster inclusive local development.
  - (d) Strengthening of work with the regional observatories, given their hybrid compositions, could also be an avenue for continued collaboration and leverage of the advisory services and analytical/conceptual inputs, to help observatories produce highly relevant insights for the RAPs and other regional development decentralized efforts. This could be done as well in continued work with the local universities that are also part of the observatories.
  - (e) The broad dissemination of documents produced and not yet published by ECLAC is as well relevant in the efforts to bring the rural-urban linkages approach and its importance to the attention of national institutions, especially as Colombia moves into the transition to a new government in 2023. In this sense, is also important to plan for meetings and other opportunities to discuss the content of this documents, but also to identify how the approach and operationalization of the territorial networks could be replicated in other territories, without or with minimal advisory intervention from ECLAC.
90. The possibilities for sustained collaboration must be assessed against the next National Development Plan and the possible changes in priorities and strategies that the new government can bring. However, some of the recommendations made by stakeholders from the different agencies also included the need for a broader spectrum of national actors, as in the case of ART, where there was more coordination at the local level; less can be said about how this will impact the development plans with a territorial focus approach for the next period at the national level, and thus, whether it can be transferred or incorporated in the Agency's work in other development plans with a territorial focus territories. In advance, considering the strong alignment of the rural-urban linkages concept and the broad perceived relevance to the longer-term strategies for rural development, it is possible to anticipate that ECLAC could play an important role in the scale-up of the conceptual framework and its policy implications.

<sup>11</sup> Administrative planning regions (*Regiones Administrativas de Planeación*, RAP), created under Act No. 1962/19 (available at <https://www.funcionpublica.gov.co/eva/gestornormativo/norma.php?i=96110>; consulted on 2 February, 2023), enacted in 2019, are instruments that channel collaboration between departmental clusters, to strengthen and promote regional coordination and planning for development in order to foster decentralized public action and territorial autonomy as described in article 2 of the Act.

**EA2. Improved capacities of local stakeholders to identify and promote sustainable initiatives to reinforce rural-urban linkages. (Local level)**

**FINDING 11: Despite the absence of an exit strategy, the project's work with local community initiatives and other territorial actors has potential for sustained action in the incorporation of rural-urban linkages and the consolidation of territorial networks.**

91. The evaluator did not identify a clear exit strategy that lay the path for sustained action of stakeholders at the different levels, but this was particularly visible at the territorial level, where the analysis of data obtained showed that the participants' main concern was the "non continuity" of the work with ECLAC under the umbrella of *tejidos territoriales*. Consequently, a large part of the coded answers to the question on recommendations has to do with "the need to continue working with rural-urban linkages and receiving extended technical assistance from ECLAC".
92. On the other hand, the work at the territorial level is seen as having important implications for future analysis and creation of territorial networks. In fact, as mentioned earlier, the results of the assessment signalled the positive effects that the work in places like Chaparral in Southern Tolima has had on participants' abilities and possibilities to craft these networks with an informed perspective of the multiple dimensions and interrelations that can occur in their territories. The networks (*telares*) created during the project are seen as a good basis to continue the exchange of knowledge and strengthen these linkages identified in the territories, in, for example, the coffee and tourism value chains, and the work of youth and women as important peace and development agents in their communities. The latter have established a connection to work around strategic communication activities and gender issues in their territories. Some 36% of respondents affirm that they are part of a network or "*telar*" and are having practical interactions in them that evolved mainly around knowledge exchange. On the question of anticipated sustainability of the work of these networks, participants interviewed agreed on the intention to continue with these connections, and to find common agendas that help them reach greater impact in their communities.
93. Whether or not these networks are sustainable depends largely on their ability to establish a medium- and longer-term work agenda, for which, in the case of women and youth organizations, greater connectivity with local authorities, academia, the private sector and other relevant actors is needed. The extent to which this will happen cannot be assessed, but from the data obtained, the evaluator anticipates a low possibility of engagement of the youth- and women-led organizations with other territorial actors outside the domain of the civic society community organizations.
94. However, in sustaining these networks, the evaluation also highlights the potential role of the partner universities, like the University of Ibagué, through the Peace and Region initiative. These actors have a level of recognition and presence in the territories, that could act as well as a link between the local community initiatives and other relevant authorities to promote inclusive policies. In Meta for example, the continued work between the "universities directors committee", the entrepreneurs association (*Asociación de Empresarios de la Orinoquia*) and DANE around training for the better use of statistical data in decision-making is an example of the catalysing role of these institutions.
95. In the other territories where the project was implemented, the knowledge base resulting from the project was significant, as mentioned in the effectiveness section, however, the translation of knowledge to practical applications of the notions of "interwoven territorial networks" (*Tejidos Territoriales*) was not as visible as in the case of Southern Tolima. Therefore, the greater opportunity for sustainability lies in the continued broad dissemination of case studies and analytical reports at the national and local levels with key decision-makers and private actors, to support the paradigm shift required to move to inclusive and interconnected visions of rural-urban development.

96. The flux of activities was largely designed around capacity strengthening in the eight workshops conducted, with the limitations to interaction that virtual environments pose on learning and engagement for participants, and while these were also important connecting spaces, the sustainability of such connections, and the possible effect they will have in more inclusive policies, is not anticipated as result of the evaluation.

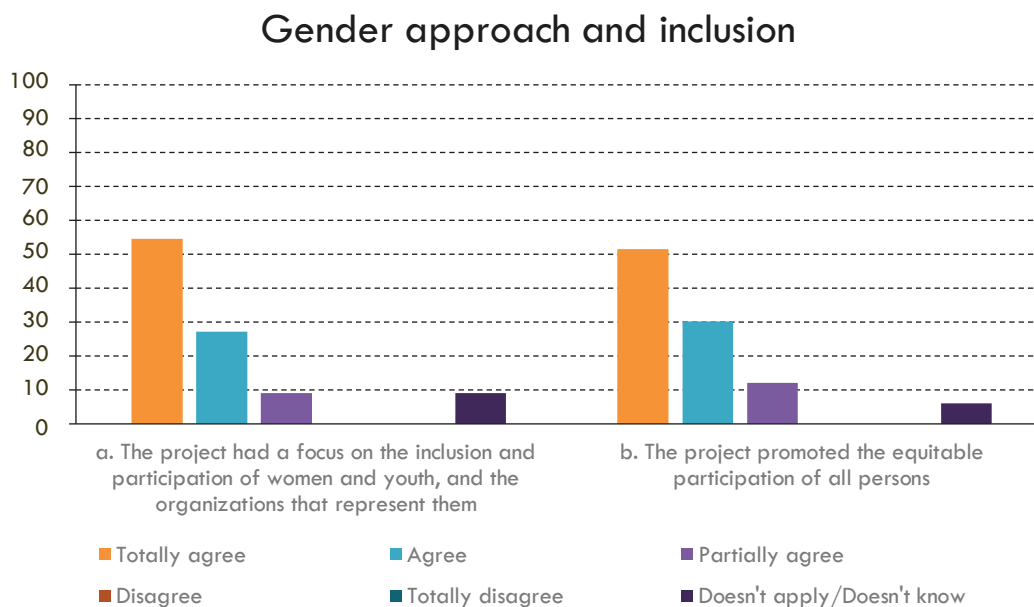
## 4.5 CROSS-CUTTING ISSUES

### Gender approach

**FINDING 12:** *The project was gender-sensitive, as it visibly addressed women as primary stakeholders and amplified their voices and initiatives in a consistent manner, generating forms of social capital as well through emergent networks.*

97. *By definition, the project is evaluated as gender-sensitive.* The inclusion of women appears intentional from design through to implementation, evidenced in the narratives of participants, and the project's efforts to identify and make visible the initiatives led by women or centred on aspects of women's inclusion in territories where their vulnerabilities are higher due to socio-economic conditions, security factors and historical exclusion. As shown in figure 4, among respondents, 81.82% believe the project indeed showed a high focus on women and youth as key stakeholders (the sum of "agree" and "totally agree"); the same percentage was obtained for the question on perceived inclusiveness.

**Figure 4**  
Perceived inclusion of women and youth in the project as gender approach  
(Percentages)



Source: Prepared by the evaluator on the basis of the survey conducted for the evaluation.

98. The evaluation also highlights important social capital derived from the visibility that the project gave women's initiatives during the national events held and the regional seminars in both Antioquia and Ibagué, and consistently in the analytical documents on the territorial networks. Through the work with the *Red de Mujeres Chaparralunas* and the "*telares de mujeres*" that emerged during the project, women's networks were also strengthened in both the transfer of knowledge on rural-urban linkages, but also in practical tools provided through the focalized workshops held.
99. However, even though the evaluation acknowledges the intentional efforts to include and make visible the relevance of women in the construction of territorial networks and inclusive rural-urban development, the project is not identified as gender transformative, as it did not address the needs of women as target groups in a strategically devised and measurable way. The extent to which these networks and knowledge will increase the leverage and influence of women's organizations in the design of inclusive local policy development is also not established as transformative at the exit point of the project.

## 5. CONCLUSIONS

### 5.1 RELEVANCE

**CONCLUSION 1: Linked to findings 1, 2 and 3. Development Account Project 1819AG was highly relevant and aligned with the country's needs and development objectives.**

100. Overall, the project was relevant and in line with the objectives established in the project document as the intervention logic and was valued by national and local governmental stakeholders as timely and aligned with the need to further conceptualize and advance alternative forms of rural-urban development. However, the evaluation identified important nuances in the way the project was able to reach each stakeholder and target group, meaning that both this reach and thus the effect was asymmetrical. This translated into higher benefits to the local-territorial stakeholders in the civil society community organizations, academia, local associations and other mid-level conveners, such as the local office of ART and non-governmental liaisons like the *Cajas de Compensación Familiar*, Chambers of Commerce, and regional level organizations, such as the Public Policy Observatories.

### 5.2 EFECTIVENESS

**CONCLUSION 2: Linked to Findings 4, 5, 6 and 7. The project was effective in advocating, conceptualizing, and furthering support for networks within the framework of rural-urban linkages.**

101. The project's contribution to the practical examination of the rural-urban linkages concept was highly valued under the country's current socio-economic context and development agendas and supported top-down and bottom-up interlinkages of stakeholders around the topic. There is also an important social and knowledge capital coming from dedicated technical, financial and time resources, to a localization of the intervention in areas like Tolima, the extended coffee region, and Meta, where it could be seen how the concept and application of rural-urban linkages translated into a niche for a pilot approximation to the value in the "territorial networks" as an approach, a process, and lens to envision alternatives to top-down forms of territorial development.
102. The evaluation also concluded, notwithstanding, that many of the documents produced, though being aligned with the project EAs, did not have sufficient outreach among stakeholders, and thus the impact they can have in policy, as initially projected, is likely limited at the exit point of the project.

### 5.3 EFFICIENCY

**CONCLUSION 3: Linked to Finding 8 and 9. The project overall was implemented in line with the strategy, and the team was highly responsive and adaptive amidst disruptions and fluctuations in conditions during the cycle of implementation.**

103. The ECLAC project team showed great flexibility and adaptability in coping with exogenous disruptions resulting from the global pandemic and other internal factors of non-governance for the project, such as social unrest, the security conditions, and the shift in the agendas of stakeholders initially mapped. The adaptations in content, communication strategies and delivery format increased the possibility to access local stakeholders and coalesce with relevant actors outside the initial map.

104. However, there was also an increased vulnerability to shock that ECLAC could have anticipated in the project design, coming from the blind spots in, for example, the risk assessment of each territory selected and increased preparedness for intervention in rural areas. This applies as well to other known risk factors, such as shocks derived from government transitions.

## 5.4 SUSTAINABILITY

**CONCLUSION 4:** *Linked to Findings 10 and 11. There is high potential for sustainability in the continuity of work around the rural-urban linkages and territorial networks, at both the national and regional level.*

105. The evaluation did not reveal a clearly established exit strategy; however, the relevance of the rural-urban linkages framework and the connections made with academia and national level government stakeholders, lead to the idea that there is anticipated sustainability in continued efforts by ECLAC to promote policies that address inclusive rural-urban development from a localized, multi-actor and interlinked perspective.

## 5.5 CROSS-CUTTING ISSUES

**CONCLUSION 5:** *Linked to Finding 12. There was an intentional inclusion of youth and women in the activities and a responsive approach to the needs and demands of these target population groups.*

106. Overall, the project was inclusive and the active involvement of women's and youth organizations and leadership was visible throughout its implementation. The evaluation also showed how the case studies produced and information disseminated in the newsletters targeted the need for visibility of the local inclusive development practices that are led by young people and women. Furthermore, the project also responded to specific capacity-building needs of young people in the Tolima region through the communications workshops and broad support for the consolidation of youth networks.



## 6. LESSONS LEARNED AND BEST PRACTICES

### 6.1 LESSONS LEARNED

107. **Lesson 1. Project design and management:** Effective design, monitoring and implementation of the Development Account Projects requires increased technical and administrative human resources and strengthened capacity of teams to ensure that they can apply UNEG and ECLAC monitoring and evaluation guidelines and complexity-aware methods from the point of project conceptualization until its closure.
108. **Lesson 2. Adaptive communication strategies and delivery methods:** Communication for development strategies (C4D) play a significant role in the development of context-specific and people-centred solutions, and in the case of this project, in supporting the desired changes in increased capacity, knowledge and attitudes towards rural-urban linkages as a means to deliver more inclusive development. The way in which the project used communication tools to reformulate and adapt its project strategy leaves an important lesson on the need to have a C4D strategy mapped out from the beginning to cut across the various domains of stakeholders and enhance effective communication, coordination, information management and networks in line with the project objectives.
109. Furthermore, communication plays a critical role in helping amplify the voices of youth and women and other primary stakeholders in the objective of transforming the notions of local development and the synergies between the key actors that can help support and deliver new forms of localized rural-urban policy design.
110. Hybrid delivery methods for training have proven to be levers of capacity-building objectives and a very important approach to bridge the challenges that external factors such as security conditions or the global pandemic posed in these interventions. Designing and delivering training and seminars in these formats was relatively new to the ECLAC team but left a capital of knowledge and reflection on what does and does not work in terms of methodologies, facilitation, and overall instructional design, and prompted interesting innovations in the development of materials such as the “*bitacoras*” (training guidebooks), which can be used in the future as referents.
111. **Lesson 3. ECLAC networks for localized policy incidence:** The shifts in level and scope of engagement with stakeholders showed that there is a diverse range of organizations and institutions with a level of influence and interest in local peacebuilding and development (academia, local associations, for example), who already have extensive contextual knowledge of territorial dynamics and actors. Thus, their role in promoting the rural-urban linkages and helping further strengthen the territorial networks is essential, as well as their potential for helping inform local policies that address rural-urban development from a rural-urban linkages lens.
112. **Lesson 4. Inclusive and holistic public policy design and implementation:** Fostering and embedding a new paradigm in the way rural-urban development is seen requires a departure from traditional market-centred approaches, to incorporate a systems perspective of local networked governance and economic development structures, including a zoom-in at the socio-cultural assets of socio-economic capital at the local level, and the interdependencies between communities and actors beyond productive associations. ART, through the development plans with a territorial focus, the Regional Observatories (DNP), academia, the regional associations, and others, can shed light on expanded ways in which these dynamics contribute to development.

113. **Lesson 5. Networks are at the core of envisioning rural-urban development from a rural-urban linkages approach:** Building on the previous lesson, the experimental evolution of the rural-urban linkages approach into that of the “*tejidos territoriales*” or the “interwoven territorial networks” revealed the why and how in the emergence and consolidation of local networks that form in a diverse cross-section of individuals and organizations, with visible civic leadership. These processes of collaborative networks are particularly significant for their potential to contribute to broader policy learning by understanding the attitudes, behaviours, motivations, and practices in localized development and governance action of civic-led networks at the city and region level.
114. **Lesson 6. Coordination and engagement across sectors:** Fostering a rural-urban linkages approach to inclusive development requires strong coalitions that create a mutually reinforcing cycle of cooperation between various tiers of government at the national and local levels and the involvement of private sector actors in support of local and bottom-up dialogue with community leaders and the broader civil society. Generating this multi-level dialogue and cooperation proved difficult for the project but left important lessons on the need for revised strategies and approaches in the mapping of actors and the design of interventions that address the needs, interests and constraints of these stakeholders to create tailored communication and engagement actions.

## 6.2 BEST PRACTICES

115. The pilot and, to some extent, experimental approach to the strengthening of local capacities in the context of rural-urban linkages is perceived as a good practice. The project was able to make visible the distinctive characteristics of cross-territorial and interwoven relations that emerge in the territories *using innovative social mapping and social dialogue practices*, while building meaningful multi-stakeholder connections that helped identify and leverage local capacities, especially among youth and women civic-led initiatives.
116. The work of ECLAC as a catalyst of territorial networks in the form of *telares*, which are shown to be paramount to the construction of more inclusive and collaborative approaches to local governance and development, is a promising form of fostering collective action and establishing a shared vision of the challenges, opportunities and transformative potential that lies in the existing connections between local actors. Furthermore, these territorial networks empowered participants to identify existing capacities and develop additional ones (i.e., strategic communication, ICT, project design), to promote and contribute to such rural-urban development transformations.

## 7. RECOMMENDATIONS

### 7.1 RECOMMENDATIONS FOR THE ECLAC OFFICE IN BOGOTÁ

**RECOMMENDATION 1 – Linked to Findings 1, 2 and 4. Continue to advocate and provide technical assistance to the entering government for the strengthening of the rural-urban linkages approach and localization of policies that promote alternative transformative views of rural-urban inclusive development.**

117. Establish a technical assistance agenda that clearly outlines ways in which the ECLAC office in Bogotá can advance the notion of rural-urban linkages and draw on lessons and findings from this pilot. In this sense, the ECLAC office has a window of opportunity, in the transition to a new government, to enter into dialogue at the national and local government level, showcase the results of this pilot, promote further intersectoral dialogue around the opportunities in the rural-urban linkages approach and the methodologies that could help identify and interconnect such linkages.

**RECOMMENDATION 2 – Linked to Finding 3. Strengthen capacity of the ECLAC office in Bogotá to deploy technical assistance at the territorial (city and regional) levels, working across diverse actors and in multi-level governance efforts.**

118. Considering the challenges ECLAC faced in delivering technical assistance and coordinating multi-actor dialogues in the context of the project, the evaluator recommends that the office in Bogotá develop internal mechanisms (administrative, in particular) and advocacy strategies to extend the reach of its work to the local level, and to strengthen its networks and connections with governmental and non-governmental organizations that could benefit from ECLAC expertise. In a practical way, this could translate into collaboration with academia to further promote, conceptualize and localize the concept of territorial networks and how the ‘weaving’ of such networks could leverage inclusive development.

**RECOMMENDATION 3 – Linked to Findings 4, 6, 10 and 11. Disseminate across actors, particularly the national government, the results of the project, lessons learned and other knowledge capital resulting from the conceptualization of the rural-urban linkages, the notion of weaving territorial networks and the case studies that exemplify practical applications.**

119. In the future, consider a detailed action plan to disseminate the knowledge produced within the framework of Development Account projects and the overall scope of work of ECLAC, incorporating as well varied communication strategies to reach across audiences in an inclusive manner. This means outlining a priori the way in which documents are shared with stakeholders, whether through meetings, seminars, workshops, and the media resources that could help translate knowledge to actionable insights, i.e.: infographics, video, briefings, dashboards, among others. Consider the formats as well that will make information more accessible and meaningful to audiences in, for example, rural areas or people with differentiated learning needs.

**RECOMMENDATION 4 – Linked to Finding 10. Continue to consolidate alliances and synergies with academia and other actors that were identified as important catalysers of local knowledge and innovations in peacebuilding and development.**

120. Further explore the possibility of sustained collaboration with the academia at the local level, and specially, in engaging students as well to lever their interest in regional and territorial development.

Such collaboration should expand beyond the production of documents as policy advice; and look into avenues to foster multi-level and multi-sectoral dialogue, to support local peace and development initiatives in line with the rural-urban linkages approach, and to join efforts with the local governments for the construction of development plans and policies that break the boundaries of secluded views of rural-urban socio-economic development.

**RECOMMENDATION 5 – Linked to Finding 10. Consider synergies that contribute to the strengthening of local collaborative and networked governance mechanisms such as the Regional Observatories and the RAPs, and follow up on the integration of rural-urban linkages-related concepts and approaches into local policies.**

121. Though in a preliminary stage, the evaluation hints at high potential in the technical assistance and collaboration with emerging regional governance mechanisms such as RAPs. Thus, it is recommended that ECLAC considers incorporating strengthened connectivity with its representatives and channelling policy advocacy through these entities. Furthermore, consider setting up follow-up activities that include the dissemination of the results of the project and to the extent possible, advocacy and capacity development for the inclusion of the rural-urban linkages approach in RAP workplans.
122. Such advocacy and incidence can also be leveraged through the increased collaboration with the DNP-promoted regional observatories, drawing on the lessons from the work with the one in the Coffee Region, and building on the possibility of engaging the private sector for increased forms of networked and collaborative governance of rural-urban socio-economic development, and the construction of shared visions of such development.

## 7.2 RECOMMENDATIONS FOR ECLAC

**RECOMMENDATION 6 – Linked to Finding 9. Strengthen the mechanisms of the ECLAC office in Bogotá to design, monitor implementation, and evaluate projects, with emphasis on measurement and information management.**

123. Work to increase internal capacity of the ECLAC office in Bogotá to incorporate best practices and standards in the design, monitoring, implementation, and evaluation of projects. This is a critical task for the broader impact of its technical assistance and contributions to the development of inclusive policies in Colombia. Thus, the team would benefit from specific training provided on the understanding and implementation of UNED standard practices and others, to set up monitoring and evaluation systems that are underpinned by consistent data collection and analysis of performance. In this regard, consider the importance as well of having gender and age disaggregated data, to account for the demographic and gender-related effects of the interventions.

## 7.3 RECOMMENDATIONS FOR THE ECLAC OFFICE IN BOGOTÁ AND MEMBER STATE COLOMBIA

**RECOMMENDATION 7 – Linked to Findings 1, 2 and 6. Continue to work with key national government stakeholders such as DNP, DANE, and ART on the practical policy implications of the rural-urban linkages, and work to expand the scope of action to other relevant institutional actors.**

124. Leverage the recognition of ECLAC as a partner for knowledge and technical support at the national level by designing strategic agendas with these national level stakeholders of the project and work consistently and intentionally to connect the local and national policy-making levels for increased impact. As it has been shown, the rural-urban linkages approach is considered a relevant framework for the State's efforts to advance rural-urban development in a bottom-up and decentralized way, and thus there is momentum to continue to build capacity and networks of stakeholders to map the territorial networks, to engage in cumulative policy learning processes from a systems and more

localized perspective. In the specific case of DANE, for example, strengthen the work in qualifying and increasing the local statistics and the broadened views of local development that are reflected in statistics that account for the regional and territorial diversity and interconnectedness.

125. Likewise, expand efforts in the promotion of the rural-urban linkages framework to other relevant national stakeholders, taking advantage of the transition in government but further supporting the continued integrated implementation of the Final Agreement, especially with regard to the rural reform and the transformation of the rural productive and social sectors.

## 7.4 RECOMMENDATIONS FOR ECLAC MEMBER STATE – COLOMBIA

**RECOMMENDATION 8:** *Linked to Findings 4 and 9. Devise policies that contribute to effective, inclusive and networked governance arrangements at the local and regional level, in an effort to collaborate with and engage a cross-section of non-governmental social and economic groups, underpinned by the rural-urban linkages framework.*

126. In line with the current metropolitan region and rural development agenda, consider an exploratory approach to the practical implications of the notion of “linkages” in rural-urban socioeconomic development and their transformative potential. This implies the further mapping of, and approximation to, the existing territorial networks from a policy and top-down and bottom-up governance perspective, and the coordinated efforts at a region-wide scale to consolidate local development coalitions that support civic-led action with an interconnected and subregional cooperation approach.
127. Strengthen multi-level coordination with local government institutions such as ART, in order to leverage their experience working with communities in the framework of, for example, the development plans with a territorial focus. This coordination will support local social knowledge management exercises, to generate targeted and contextualized rural-urban inclusive policies.

## 7.5 FINAL REMARKS

128. Amid all the externalities, the project achieved important results for the stakeholders, and ECLAC benefited as well from a considerable wealth of expertise acquired in the direct work with community and meso-level actors outside of government and at the national level. Likewise, the project contributed to a large extent to researching, documenting, and making accessible an extensive and diverse knowledge base on the subject for stakeholders, with specific important contributions to the “how” (methodological grounding) in the mapping of territorial networks as levers of local rural-urban connections and inclusive development.

## 8. ANNEXES

ANNEX 1	EVALUATION MATRIX
ANNEX 2	SURVEY
ANNEX 3	LIST OF KEY INFORMANTS
ANNEX 4	TERMS OF REFERENCE
ANNEX 5	DOCUMENTS REVIEWED
ANNEX 6	EVALUATION REPORT FEEDBACK

# ANNEX 1

## EVALUATION MATRIX

	Question & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>RELEVANCE: Considers the extent to which the objectives and design of the intervention are consistent with the objectives, priorities, and needs of relevant and affected stakeholders.</b>				
<b>EQ1</b>	How in line were the activities and outputs delivered with the priorities of Colombia?	<ul style="list-style-type: none"> <li>Alignment of project objectives and EAs with the objectives, priorities, and needs of project stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>KII</li> <li>Outcome harvesting</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Consultants</li> <li>Beneficiaries (National and local level)</li> </ul>
<b>EQ2</b>	Were there any complementarities and synergies with other work being developed by ECLAC or by other stakeholders in Colombia?	<ul style="list-style-type: none"> <li>Synergies and collaboration within ECLAC, the UN System, and with relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>KII</li> <li>Outcome harvesting</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Consultants</li> </ul>
<b>EQ3</b>	What adaptations were made to the design of the project during implementation and were these justified in the local context (implementation of the peace agreement, social tensions, etc.)?	<ul style="list-style-type: none"> <li>Changes/adaptations made responded to the context.</li> <li>Changes/adaptations made enabled the attainment of results and contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Outcome harvesting</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Consultants</li> </ul>
<b>EFFICIENCY AND PERFORMANCE: Considers the extent to which the project's outputs were achieved, and how well resources were used to achieve those outputs. It further considers the quality, design, and management of the implementation of and support provided through the intervention.</b>				
<b>EQ4</b>	To what extent were the services and support delivered in a timely and reliable manner, according to the priorities established by the project document?	<ul style="list-style-type: none"> <li>Activities were completed in time and delivered with quality as planned in the ProDoc.</li> <li>% Beneficiaries who perceived activities were timely and relevant.</li> <li>Changes made respond to context and do not impact the relevance and results.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Outcome harvesting</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Beneficiaries</li> </ul>
<b>EQ5</b>	To what extent was ECLAC flexible and responsible to meet the requirements of the project and the needs of Colombia, reducing or minimizing the negative effects of externalities? (for example, those derived from important changes in the management of UN administrative processes).	<ul style="list-style-type: none"> <li>Changes made respond to context and do not impact the relevance and results.</li> <li>Strategies in place to respond to externalities and move forward implementation with expected results attained.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>KII</li> <li>Outcome harvesting</li> <li>Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Consultants</li> <li>Beneficiaries</li> </ul>

	Question & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>EFFICIENCY AND PERFORMANCE: Considers the extent to which the project's outputs were achieved, and how well resources were used to achieve those outputs. It further considers the quality, design, and management of the implementation of and support provided through the intervention.</b>				
<b>EQ6</b>	How did the project utilize the technical, human, and other resources available in Colombia?	<ul style="list-style-type: none"> <li>Resources were utilized as planned.</li> <li>The project maximized resources by creating synergies within and outside ECLAC.</li> <li>Evidence of the project using the technical, human, or other resources available to increase efficiency.</li> <li>Actual vs planned schedule and budget.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Consultants</li> <li>Beneficiaries</li> </ul>
<b>EQ7</b>	To what extent has partnering with other organizations enabled or enhanced reaching of results?	<ul style="list-style-type: none"> <li>Evidence of partnerships or alliances during the project and how these/or lack thereof impacted the results attained.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>KII</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Beneficiaries/ academia</li> </ul>
<b>EFFECTIVENESS: Considers the extent to which the intervention's objectives and expected results were achieved</b>				
<b>EQ8</b>	How satisfied are the project's main beneficiaries with the services they received?	<ul style="list-style-type: none"> <li>Level of satisfaction of activities and outputs achieved from key project stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Survey</li> <li>Focus groups</li> <li>KII</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>Beneficiaries (Local and national level)</li> </ul>
<b>EQ9</b>	How much more knowledgeable are the participants in workshops and seminars?	<ul style="list-style-type: none"> <li>Percentage of participants who perceive increase in knowledge about urban-rural linkages because of activities.</li> <li>Participants' narrative of contributions reflects added value from the knowledge acquired through workshops and seminars.</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Survey</li> <li>Focus groups</li> <li>KII</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>Beneficiaries (Local and national level)</li> </ul>
<b>EQ10</b>	What are the results identified by the beneficiaries?	<ul style="list-style-type: none"> <li>Percentage of participant who think the project made contributions to their work in rural-urban linkages.</li> <li>Percentage of participants who report practical applications of the knowledge acquired.</li> <li>Networks created and functioning that are identified as relevant beneficiaries .</li> </ul>	<ul style="list-style-type: none"> <li>KII</li> <li>Survey</li> <li>Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Project Documents</li> <li>ECLAC</li> <li>Beneficiaries</li> </ul>
<b>EQ11</b>	Has the project made any difference in the behavior/attitude/skills/performance of the clients?	<ul style="list-style-type: none"> <li>Percentage of participants who report practical applications of the knowledge acquired.</li> <li>Percentage of participants who indicate changes in</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>ECLAC</li> <li>Consultants</li> <li>Beneficiaries</li> </ul>



		<p>perception of the importance and potential of rural-urban linkages.</p> <ul style="list-style-type: none"> <li>• Perception of stakeholders of the anticipated changes observed.</li> </ul>		
<b>EQ12</b>	Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?	<ul style="list-style-type: none"> <li>• Existence of policies that address the rural-urban linkages with contribution from the project.</li> <li>• References to the documents published on rural-urban linkages and other connected studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Outcome harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> </ul>
<b>SUSTAINABILITY: Considers whether the benefits of an activity are likely to continue after donor funding has been withdrawn</b>				
<b>EQ13</b>	How have the project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the project?	<ul style="list-style-type: none"> <li>• Perception of stakeholders on sustainability of results.</li> <li>• Percentage of project beneficiaries who report using the knowledge and tools acquired through the project.</li> <li>• Participants report existence of networks resulting or strengthened as a result of the intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• KII Interviews</li> <li>• Survey</li> <li>• Outcome harvesting</li> <li>• Desk review</li> <li>• Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• Consultants</li> <li>• Beneficiaries</li> </ul>
<b>EQ14</b>	What mechanisms were set up to ensure the follow-up of networks created under the project?	<ul style="list-style-type: none"> <li>• Existence and quality of exit strategy / follow-up support activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Outcome harvesting</li> <li>• KII</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• Beneficiaries</li> </ul>
<b>EQ15</b>	How has the project contributed to shaping / enhancing ECLAC's programme of work / priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?	<ul style="list-style-type: none"> <li>• Lessons learned / best practices for replications</li> <li>• Evidence of planned activities or projects that draw on project's findings and experience.</li> <li>• Evidence of plans to continue promoting a rural-urban linkages related agenda, or to provide expert services drawing on this approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Survey</li> <li>• Outcome harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> </ul>
<b>CROSS-CUTTING</b>				
<b>EQ16</b>	Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?	<ul style="list-style-type: none"> <li>• Gender balance in participation of project activities.</li> <li>• Perception of stakeholders on gender impacts of the project</li> <li>• Perception of stakeholders of female youth-development impacts of the project.</li> <li>• Perception of stakeholders on human rights impacts of the projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• KII Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• CWW</li> <li>• Consultants</li> <li>• Beneficiaries</li> </ul>

	Question & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>CROSS-CUTTING</b>				
<b>EQ17</b>	Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?	<ul style="list-style-type: none"> <li>• Alignment of project to SDGs and evidence of contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• KII Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• Consultants</li> <li>• Beneficiaries</li> </ul>
<b>EQ18</b>	What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?	<ul style="list-style-type: none"> <li>• Best practices/lessons learned identified</li> <li>• Added value of the rural-urban linkages approach/methods as innovative in terms of the context of the country</li> <li>• Established contribution of the approaches, methods to the results obtained</li> </ul>	<ul style="list-style-type: none"> <li>• KII Interviews</li> <li>• Outcome harvesting</li> <li>• Desk review</li> <li>• Focus groups</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• Consultants</li> <li>• Beneficiaries</li> </ul>
<b>EQ19</b>	What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Colombia?	<ul style="list-style-type: none"> <li>• Adaptations made to the project</li> <li>• Actions taken to ensure that the project activities were conducted in a crisis context (COVID-19)</li> <li>• Actions taken to adapt and respond the intervention to changes in the Colombia political and social context</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• KII Interviews</li> <li>• Outcome harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Project Documents</li> <li>• ECLAC</li> <li>• Consultants</li> <li>• Beneficiaries</li> </ul>

## INTERVIEW GUIDE

	Question	Interview questions
<b>EQ1</b>	How in line were the activities and outputs delivered with the priorities of Colombia?	<p>¿Considera que el enfoque de vínculos-rurales urbanos, es relevante a la agenda de construcción de paz en Colombia? ¿Por qué/De qué forma?</p> <p>¿Encuentra relevantes las publicaciones sobre RUL que se han producido en el marco de este programa?</p> <p>¿Cree que los encuentros (nacionales/territoriales) han sido relevantes para la construcción de RUL, y la agenda de construcción de paz del país? ¿Por qué/De qué forma?</p> <p>¿Considera que la ECLAC, en el marco del proyecto RUL ha contribuido a fortalecer aspectos de la política pública de paz con enfoque territorial?</p>
<b>EQ2</b>	Were there any complementarities and synergies with other work being developed by ECLAC or by other stakeholders in Colombia?	<p>¿Podría mencionar las alianzas más significativas que se generaron en el proyecto, a nivel de ECLAC o socios/aliados externos?</p> <p>¿De qué forma contribuyeron estas sinergias al desarrollo del proyecto y los resultados obtenidos?</p>
<b>EQ3</b>	What adaptations were made to the design of the project during implementation and were these justified in the local context	<p>¿Cuáles considera son las principales adaptaciones que se hicieron al proyecto, y qué obedecieron?</p>

	(implementation of the peace agreement, social tensions, etc.)?	¿De qué forma estas adaptaciones impactaron el desarrollo del proyecto, y los resultados obtenidos?
<b>EQ4</b>	To what extent were the services and support delivered in a timely and reliable manner, according to the priorities established by the project document?	¿Cree que las actividades del proyecto tuvieron la calidad esperada y se llevaron a cabo según lo planeado?  El diseño del proyecto muestra variaciones entre las actividades proyectadas y las implementadas, incluyendo los tiempos de ejecución. ¿Podría por favor contarme acerca de las razones que llevaron a estos cambios, y cómo éstos han impactado la implementación?
<b>EQ5</b>	To what extent was ECLAC flexible and responsible to meet the requirements of the project and the needs of Colombia, reducing or minimizing the negative effects of externalities? (For example, those derived from important changes in the management of UN administrative processes).	¿Cuáles considera son las principales adaptaciones que se hicieron al proyecto, y qué obedecieron?  ¿De qué forma estas adaptaciones impactaron el desarrollo del proyecto, y los resultados obtenidos?
<b>EQ6</b>	How did the project utilize the technical, human, and other resources available in Colombia?	
<b>EQ7</b>	To what extent has partnering with other organizations enabled or enhanced reaching of results?	¿Cuáles han sido los principales socios del proyecto?  ¿De qué forma estos socios/aliados han cambiado en relación con lo planeado en el documento de proyecto (Project document)?  ¿Cómo cree que estas alianzas han contribuido a los resultados?  ¿Podría mencionar un caso exitoso en el que estas alianzas han impactado directamente los vínculos rurales-urbanos?  ¿De qué forma esta(s) alianza(s) contribuyen a la réplica y sostenibilidad de las acciones del proyecto a futuro?
<b>EQ8</b>	How satisfied are the project's main beneficiaries with the services they received?	¿Cree que los servicios de asesoría prestados por la ECLAC en relación con las actividades de su organización/institución, fueron de calidad?  ¿Cómo describiría la calidad de los talleres?  ¿Considera que contribuyeron (Servicios o talleres/seminarios) a su trabajo y el de su organización?
<b>EQ9</b>	How much more knowledgeable are the participants in workshops and seminars?	¿Cuáles describiría como los principales aprendizajes de su participación en el/los talleres(es), seminario (s)?  ¿Cree que su conocimiento sobre los vínculos-urbanos rurales y el potencial que éstos tienen en el desarrollo y la construcción de paz territorial, ha incrementado a partir de estos talleres?
<b>EQ10</b>	What are the results identified by the beneficiaries?	¿Para usted, cuáles son los principales resultados que la participación en el proyecto le deja a usted y/o su organización/institución?
<b>EQ11</b>	Has the project made any difference in the behavior/attitude/skills/ performance of the clients?	(Connects to EQ9) ¿Cree que el conocimiento adquirido ha tenido impacto en el trabajo que lleva a cabo usted y/o su organización? ¿Por qué/de qué forma?

		<p>¿El proyecto ha ayudado a que su organización establezca vínculos o redes que contribuyen a fortalecer el trabajo que lleva a cabo su organización? ¿Podría dar un ejemplo?</p> <p>¿Cuáles considera las principales habilidades/herramientas adquiridas para implementar vínculos rurales-urbanos?</p>
<b>EQ12</b>	Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?	<p>¿De qué forma cree que los estudios publicados por la ECLAC sobre RUL, han hecho contribuciones a la toma de decisiones, o al diseño de la política pública?</p> <p>¿Usted o su organización han hecho uso de los estudios/documentos que se han publicado en el marco de este proyecto?</p> <p>Si la respuesta es sí, ¿Podría darme un ejemplo de ese uso?</p>
<b>EQ13</b>	How have the project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the project?	<p>Follow-up on EQ 11</p> <p>¿Ha tenido la oportunidad de compartir sobre los vínculos rurales-urbanos y otros aprendizajes en el marco del proyecto, con otras personas de su organización, o en otros escenarios?</p> <p>¿Cree que las alianzas/redes creadas se sostendrán en el tiempo?</p>
<b>EQ14</b>	What mechanisms were set up to ensure the follow-up of networks created under the project?	<p>¿Considera que cuenta con las herramientas para continuar trabajando en la creación y fortalecimiento de VRU?</p> <p>¿Existen acciones planeadas por ECLAC o sus aliados para continuar el trabajo con las redes (telares) en adelante?</p>
<b>EQ15</b>	How has the project contributed to shaping / enhancing ECLAC's programme of work / priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?	<p>¿Cuáles identifica como las principales lecciones aprendidas para ECLAC?</p> <p>¿Cómo han influenciado estos aprendizajes la forma en que ECLAC lleva a cabo sus actividades, o la forma como las podría llevar a cabo a futuro?</p>
<b>CROSS-CUTTING</b>		
<b>EQ16</b>	Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?	<p>¿Cree que el proceso llevado a tenido en cuenta la participación equitativa de hombres y mujeres?</p> <p>¿Considera que el proyecto ha fortalecido las capacidades de su organización (de mujeres) para llevar a cabo sus actividades, en función de los VRU?</p> <p><i>These questions Will also be asked with an age-group lens, to the youth participants.</i></p>
<b>EQ17</b>	Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?	
<b>EQ18</b>	What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?	¿Considera que la mirada del desarrollo territorial desde los VRU, son un concepto/enfoque innovador?
<b>EQ19</b>	What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Colombia?	¿De qué forma la pandemia por el COVID-19 ha tenido impacto en la implementación del proyecto?

	<p>¿Cree que el cambio a la modalidad virtual ha tenido impacto en la calidad de las conexiones y el intercambio en los talleres/seminarios llevados a cabo?</p> <p>¿Cuáles fueron los ajustes realizados y cómo éstos impactaron el cumplimiento de objetivos y los resultados alcanzados?</p> <p>¿De qué forma impactó el cambio en el contexto político-gubernamental, las prioridades en la implementación de la política de construcción de paz y desarrollo con enfoque territorial? (Esto conecta con los PDET)</p>
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# ANNEX 2

## SURVEY

Instrumento A. Encuesta a participantes en las actividades del proyecto

La Comisión Económica para América Latina y el Caribe -CEPAL- se encuentra adelantando la evaluación final del proyecto 1819AG “Vínculos rurales-urbanos para el desarrollo inclusivo en Colombia” (Tejidos Territoriales), implementado por la Oficina de la CEPAL en Bogotá, que hace parte del 11vo tramo de la Cuenta para el Desarrollo.

Usted ha sido seleccionado(a) ya que ha participado en una o más talleres o encuentros llevados a cabo en este proyecto. Por lo tanto, nos interesaría mucho conocer su percepción de estas actividades, y, sobre todo, sobre posibles contribuciones que el proyecto ha hecho a usted y su organización en el trabajo que lleva a cabo y el área en que se desempeña.

Sus aportes serán manejados en forma estrictamente confidencial, y los resultados serán usados únicamente para efectos de esta evaluación. Si tiene alguna pregunta sobre esta encuesta, puede enviarla al correo electrónico: [evaluacion@cepal.org](mailto:evaluacion@cepal.org)

Le agradecemos que complete la encuesta antes del 4 de abril del 2022. El tiempo estimado para diligenciarla es de 10 minutos.

### SECCIÓN 1. INFORMACIÓN GENERAL

**1) ¿Cuál es el nombre de su organización/institución o red? (casilla abierta)**

**2) Tipo de organización (única respuesta)**

Organización o red de la sociedad civil

Organización o red de jóvenes

Organización o red de mujeres

Institución Académica

Organización gubernamental o institución pública

Organización del sector privado

Consultor (a)

Otra (especifique)

**3) Género**

Femenino

Masculino

Otro

Prefiero no indicar

**4) Indique su rango de edad:**

15- 19 años

20-24 años

25-34 años

35-44 años

45-54 años

55-64 años

Mayor de 64 años

**5) ¿En qué taller(es) o encuentro(s) participó? (múltiple respuesta) Lista desplegable con las opciones.**

Choose an item.

Seminario Regional Tejidos Territoriales, Ibagué, Tolima.

Seminario Regional Tejidos Territoriales, Medellín, Antioquia.

Ciclo de conversaciones virtuales sobre tejidos territoriales en el Sur del Tolima (Virtual)

Taller de Formación y Fortalecimiento de capacidades en Tejidos Territoriales para el Sur del Tolima (Módulos virtuales)

Tejidos del Sur: concertar formas organizativas de mujeres, jóvenes y comunicadores para fortalecer los vínculos rurales-urbanos del Sur del Tolima. Chaparral, Tolima.

**5.1. Lógica: Si seleccionó el *Taller de Formación y Fortalecimiento de capacidades en Tejidos Territoriales para el Sur del Tolima*, indique en qué módulo o módulos participó (Revise su bitácora) (Múltiple respuesta)****(lista desplegable con nombres de los 6 módulos)**

Módulo 1: Las identidades del Sur del Tolima y su valor para el territorio

Módulo 2: Los tejidos del Sur del Tolima y los instrumentos para fortalecerlos

Módulo 3: Módulo 3. Las Cadenas de valor, trabajo en red y alianzas para el desarrollo de Tejidos Territoriales

Módulo 4: Narrar el Sur del Tolima

Módulo 5: Negociación y acuerdos para la construcción de cadenas de valor, redes y tejidos territoriales

Módulo 6: Intercambio de Aprendizajes

No recuerdo

**6. Seleccione el formato de la capacitación o actividad**

Virtual

Presencial

Virtual y presencial

## SECCIÓN 2. ACERCA DE LAS ACTIVIDADES DEL PROYECTO

### Relevancia

7. En relación con el taller(es) en el cual participó, indique hasta qué punto está de acuerdo o en desacuerdo con las siguientes afirmaciones:

	Totalmente de acuerdo	De acuerdo	Parcialmente de acuerdo	En desacuerdo	Totalmente en desacuerdo	No aplica/ no sabe
a. En general, el contenido de las actividades fue relevante para los objetivos de mi organización.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Los materiales entregados o sugeridos contribuyeron a los objetivos de la actividad.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Lo que aprendí en esta actividad ha sido de utilidad para mí y el trabajo de mi organización.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Las conexiones que hice en estas actividades fueron significativas y contribuyen al impacto de mi organización.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. La actividad contó con expertos que facilitaron la comprensión de los vínculos rurales – urbanos en mi territorio.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. La metodología de las actividades virtuales contribuyó a que los objetivos del taller se alcanzaran.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Acercas de los vínculos rurales-urbanos

8. Por favor responda a las siguientes afirmaciones que tan de acuerdo o en desacuerdo está:

	Totalmente de acuerdo	De acuerdo	Parcialmente de acuerdo	En desacuerdo	Totalmente en desacuerdo	No aplica/ No sabe
a. Tejidos Territoriales me dio herramientas para <u>comprender mejor las características de los vínculos urbanos-rurales</u> y su importancia en el desarrollo territorial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Totalmente de acuerdo	De acuerdo	Parcialmente de acuerdo	En desacuerdo	Totalmente en desacuerdo	No aplica/ No sabe
b. Los talleres o encuentros en los que participé, me ayudaron a <u>entender cómo puedo promover</u> los vínculos rurales-urbanos en mi territorio.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. A través de Tejidos Territoriales pude <u>conectarme con otras iniciativas</u> territoriales para trabajar conjuntamente en el territorio.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Los talleres me aportaron conocimientos prácticos para <u>fortalecer capacidades de mi organización</u> o iniciativa, y así contribuir a fortalecer los vínculos urbanos- rurales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Usos de la información

**9. Después de participar en este taller/encuentro, ¿ha puesto en práctica los conocimientos adquiridos en este taller de Tejidos Territoriales?:**

Sí

No

No he tenido oportunidad

**9.1. ¿Podría contarnos más sobre el uso que le ha dado al conocimiento adquirido o la información recibida en su organización o red en los talleres/encuentros de Tejidos Territoriales? (Pregunta abierta)**

### Redes y sostenibilidad

**10. ¿Cree que Tejidos Territoriales contribuyó a visibilizar su organización o iniciativa, y mostrar el potencial que esta tiene en la construcción de vínculos rurales-urbanos? Única respuesta.**

Sí

No

Un poco

No aplica

Por favor, detalle su respuesta:

Click or tap here to enter text.

**11. ¿Hace parte de una red (o telar) que se haya creado en el marco del proyecto Tejidos Territoriales?**

Sí

No

Si la respuesta es sí, ¿Cuál?

Click or tap here to enter text.

**12. Por favor describa uno o más ejemplos de las acciones que se han generado conjuntamente en esta red:**

Click or tap here to enter text.

Enfoque de género y pertinencia

**13. A las siguientes afirmaciones por favor responda:**

	Totalmente de acuerdo	De acuerdo	Parcialmente de acuerdo	En desacuerdo	Totalmente en desacuerdo	No aplica/ No sabe
a. El proyecto tuvo un enfoque en la inclusión y participación de las mujeres y los jóvenes, y de las organizaciones que les representan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. El proyecto promovió la participación equitativa de las distintas personas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. El proyecto Tejidos Territoriales ha sido relevante en la construcción de la paz territorial en Colombia al promover los vínculos urbanos-rurales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECCIÓN 3. Contribuciones más significativas****14. Por favor describa brevemente cuál considera la contribución más significativa que su participación en Tejidos Territoriales le ha dejado. Puede agregar más de una si desea.**

Click or tap here to enter text.

**Cierre****15. ¿Tiene alguna recomendación o sugerencia que quiera dejar para la evaluación del proyecto Tejidos Territoriales?**

Click or tap here to enter text.

# ANNEX 3

## LIST OF KEY INFORMANTS

	Full name	Organization/Affiliation
<b>K11</b>	Camila Aguilar	Fundación Alpina
<b>K12</b>	Eduardo Aldana	Universidad de los Andes
<b>K13</b>	Clara Serrano (KI)	Asorinoquia
<b>K14</b>	Juan Daniel Oviedo (AN)	Departamento Administrativo Nacional de Estadística -DANE
<b>K15</b>	Carolina Vásquez (GL)	Agencia de Renovación del Territorio - Sur del Tolima
<b>K16</b>	Wenceslao Villa (GL)	Agencia de Renovación del Territorio - Sur del Tolima
<b>K17</b>	María Elisa Rugel - (GN)	Departamento Nacional de Planeación
<b>K18</b>	Héctor Bombiella	Departamento Nacional de Planeación
<b>K19</b>	Hugo Rincón (KI)	Tolipaz
<b>K110</b>	Dayani Rojas (KI)	Universidad de Ibagué
<b>K111</b>	Diego Sierra	Colanta
<b>K112</b>	Jaime Aguirre	UNFPA

# ANNEX 4

## TERMS OF REFERENCE

### TERMS OF REFERENCE

#### Assessment of the Development Account Project 1819AG RURAL-URBAN LINKAGES FOR INCLUSIVE DEVELOPMENT IN COLOMBIA

#### I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

#### II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed is to incorporate rural-urban linkages into inclusive development policies in Colombia, empowering youth as peace-building agents.

#### III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.
4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.
5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

#### IV. Background

##### The Development Account

6. The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally

- agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.
7. Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.
  8. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.
  9. DA projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.
  10. ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

#### The project

11. The project under evaluation is part of the projects approved under this account for the 11th Tranche (2018–2021). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC) office in Bogotá.
12. The duration of this project was of approximately four years, having started activities on January 2018, and with an estimated date of closure of December 2021.
13. The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.
14. The project's objective as stated above is "to incorporate rural-urban linkages into inclusive development policies in Colombia, empowering youth as peace-building agents." Colombia was the only target country of the project.
15. To accomplish its objective, the project stands over two main axes: (1) elaborate policy recommendations, and (2) to compile knowledge on the efforts that already exist in the territories to enrich those recommendations and strengthen national and local stakeholders' capacities and empowering youths and women as peace-building agents.

16. The expected accomplishments were defined as follows:
- **EA1** Strengthened capacities of policymakers in Colombia at the national and local levels to integrate rural-urban linkages approach into inclusive development policies, with a particular focus on youth.
  - **EA2** Improved capacities of local stakeholders to identify and promote sustainable initiatives (prioritizing youth led) that reinforce rural-urban linkages in two selected territories.
17. To achieve the expected accomplishments above, the following activities were originally planned:
- A1.1 Elaborate an analytical report on rural-urban linkages and its relevance on inclusive development policies;
- A1.2 Organize 1 national workshop to share the project's analytical framework from activity A1.1, discuss with experts and increase policy makers' awareness on the importance of integrating the rural-urban linkages approach into inclusive development policies;
- A1.3 Provide advisory services to national and local policymakers to incorporate the rural-urban linkages approach into inclusive development policies;
- A1.4 Elaborate 1 policy-oriented synthesis document based on the outcomes, impacts and contributions of the project, including recommendations for incorporating rural-urban linkages approach into inclusive development policy;
- A1.5 Organize a final national seminar to showcase and disseminate the results, policy recommendations and lessons learnt from the project;
- A2.1 Elaborate two background studies, one for each selected territory, in order to analyze its particular dynamics and opportunities for the project implementation;
- A2.2 Organize 4 territorial workshops (two per territory) to share knowledge on sustainable initiatives that connect rural and urban territories, and discuss lines of action related to the objectives of this project. The scope and approach of the two workshops per territory will be different, because territories have different audiences of the rural-urban connection. In one case, it will be held for urban stakeholders and initiatives, and in the other, adapted to rural population;
- A2.3 Elaborate a document with the knowledge acquired in the workshops from activity A2.2. It should analyze how to promote sustainable initiatives in the territories that reinforce rural-urban linkages.
- A2.4 Organize 2 capacity building meetings with local stakeholders (1 in each territory) to strengthen their capacities to identify and promote sustainable initiatives that reinforce rural-urban linkages in their territories.
18. The budget for the project totalled US\$550,000. Progress reports were prepared on a yearly basis.

#### Stakeholder Analysis

19. As stated in the project document, the main project stakeholders were local, national and territorial authorities, NGOs, Private institutions such as Chambers of Commerce, Family Allowance funds, associations, cooperatives, community-based groups (youth association networks, other productive, cultural, environment community associations), academia (regional or local think tanks, universities).

#### **V. Guiding Principles**

20. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects.

The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).<sup>12</sup>

21. It is expected that ECLAC's guiding principles to the evaluation process are applied.<sup>13</sup> In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.<sup>14</sup> This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.
22. The evaluation will also examine the extent to which gender concerns were incorporated into the project – whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.
23. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.<sup>15</sup>
24. The evaluation will also include an assessment of the project's contribution to the achievement of the Sustainable Development Goals (SDGs).
25. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":<sup>16</sup>
  - Integrity
  - Accountability
  - Respect
  - Beneficence

## VI. Scope of the assessment

26. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in Colombia, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.
27. In summary, the elements to be covered in the assessment include:
  - Actual progress made towards project objectives
  - The extent to which the project has contributed to outcomes in the identified regions of Colombia whether intended or unintended.

<sup>12</sup> Norms and Standards for Evaluation, UNEG, June 2016, <http://www.unevaluation.org/document/detail/1914>. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020, <http://www.unevaluation.org/document/detail/2866>.

<sup>13</sup> See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

<sup>14</sup> For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014), <http://www.unevaluation.org/document/detail/1616> and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018), <http://www.unevaluation.org/document/detail/2133>.

<sup>15</sup> *Human rights and gender perspective*.

<sup>16</sup> UNEG Ethical Guidelines for Evaluation, UNEG, June 2020, <http://www.unevaluation.org/document/detail/2866>.

- The efficiency with which outputs were delivered.
  - The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc) contained in the project document.
  - The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies.
  - The extent to which the project was designed and implemented to facilitate the attainment of the goals.
  - Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of works of ECLAC.
28. It will also assess various aspects related to the way the project met the following Development Account criteria:
- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
  - Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;
  - Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;
  - Create synergies with other development interventions and benefit from partnerships with non- UN stakeholders.

## VII. Methodology

29. The assessment will use the following data collection methods to assess the impact of the work of the project:
- (a) **Desk review and secondary data collection analysis:** of the programme of work of ECLAC, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, newsletter of the project, etc.
  - (b) **Self-administered surveys:** Surveys to beneficiaries in Colombia. Surveys to co-operating agencies and stakeholders within the United Nations and other organizations should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.
  - (c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.
30. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the *inception report*.



## VIII. Evaluation Issues/ Questions

31. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of *evaluation questions* will be applied to guide the analysis.<sup>17</sup> The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.
32. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

### **Relevance:**

- (a) How in line were the activities and outputs delivered with the priorities of Colombia?
- (b) Were there any complementarities and synergies with other work being developed by ECLAC or by other stakeholders in Colombia?
- (c) What adaptations were made to the design of the project during implementation and were these justified in the local context (implementation of the peace agreement, social tensions, etc.)?

### **Efficiency**

- (a) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
- (b) Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of Colombia, reducing or minimizing the negative effects of externalities (for example, those derived from important changes in the management of UN administrative processes).
- (c) How did the project utilize the technical, human and other resources available in Colombia?
- (d) To what extent has partnering with other organizations enabled or enhanced reaching of results?

### **Effectiveness**

- (a) How satisfied are the project’s main beneficiaries with the services they received?
- (b) How much more knowledgeable are the participants in workshops and seminars?
- (c) What are the results identified by the beneficiaries?
- (d) Has the project made any difference in the behavior/attitude/skills/ performance of the clients?
- (e) Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?

### **Sustainability**

With beneficiaries:

- (a) How have the project’s main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project’s activities? What were the multiplier effects generated by the project?
- (b) What mechanisms were set up to ensure the follow-up of networks created under the project?

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<sup>17</sup> The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Within ECLAC:

- (a) How has the project contributed to shaping / enhancing ECLAC's programme of work / priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?

#### **Cross-cutting issues**

- (a) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?
- (b) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
- (c) What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
- (d) What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Colombia?

#### **IX. Deliverables**

33. The assessment will include the following outputs:

- (a) **Work Plan and Inception Report.** No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project 1819AG. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.
- (b) **Draft final evaluation Report.** No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.
- (c) **Final Evaluation Report.** No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
- (d) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

## X. Payment schedule and conditions

34. The duration of the consultancy will be initially for 16 weeks during the months of October 2021–January 2022 (TBC). The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the ECLAC Office in Bogotá.
35. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:
- (a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
  - (b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
  - (c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.
36. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

## XI. Profile of the Evaluator

37. The evaluator will have the following characteristics:

### Education

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

### Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to inclusive development, in particular concerning either rural-urban linkages, youth, or post-conflict environment is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean, preferably Colombia, is desirable.

### Language Requirements

- Proficiency in English and Spanish is required.

## XII. Roles and responsibilities in the evaluation process

### 38. Commissioner of the evaluation

- (ECLAC Executive Secretary and PPOD Director)
- Mandates the evaluation
  - Provides the funds to undertake the evaluation
  - Safeguards the independence of the evaluation process

### 39. Task manager

- (PPEU Evaluation Team)
- Drafts evaluation TORs
  - Recruits the evaluator/evaluation team
  - Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
  - Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
  - Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
  - Supports the evaluator/evaluation team in the data collection process
  - Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
  - Manages the editing, dissemination and communication of the evaluation report
  - Implements the evaluation follow-up process

### 40. Evaluator/Evaluation team

- (External consultant)
- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
  - Conducts the data collection process, including the design of the electronic survey and semi-structured interviews
  - Carries out the data analysis
  - Drafts the evaluation report and undertakes revisions

### 41. Evaluation Reference Group (ERG)

- (Composed of representatives of each of the implementing partners)
- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
  - Reviews draft evaluation report for robustness of evidence and factual accuracy

## XIII. Other Issues

42. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials

resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

43. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

#### **XIV. Assessment use and dissemination**

44. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary country to promote digital economy policies. The evaluation findings will be presented to and discussed with ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

# ANNEX 5

## DOCUMENTS REVIEWED

No.	Title	Type of document
1	Project Document (PRODOC)	Project document
2	Annual progress reports 2018, 2019, 2020 and 2021	Report
	Activity 1.1.	
3	Marco Conceptual de los Vínculos Rurales Urbanos	Output
	Activity 1.2.	
4	List of participants in the national seminar	Project monitoring
5	Evaluation surveys	Project monitoring
6	Notes (sistematización) from the national seminar	Document
	Activity 1.3.	
7	List of participants in the meetings	Project monitoring
8	Presentations by experts	Supporting documents/files
9	List of meetings with ART and presentations	Project monitoring
	Activity 1.4.	
10	Documento de recomendaciones de política pública - las relaciones rurales urbanas en las políticas públicas en Colombia	Output
11	Anexo 1. Recomendaciones para las Políticas públicas y vínculos urbanos rurales	Output
12	Anexo 2. Decálogo Tejidos Territoriales	Output
	Activity 1.5.	
13	List of participants in the national seminar	Project monitoring
14	Evaluation surveys	Project monitoring
15	Presentations	Supporting documents/files
	Activity 2.1.	
16	Background study Antioquia	Output
17	Background study Meta	Output
18	Background study Tolima	Output
19	Background study Valle del Cauca	Output
	Activity 2.2.	
20	Documents – Virtual workshops (eight)	Supporting documents/files
21	Documents – Territorial workshop – Ibagué	Supporting documents/files
22	Documents – Territorial workshop – Medellín	Supporting documents/files
23	Documents – Territorial workshop – Southern Tolima	Supporting documents/files
	Activity 2.3.	
24	Newsletters (Nine)	Communications
25	Other communication materials	Communications
	Activity 2.4.	
26	Virtual communication workshop	Supporting documents/files
27	Capacity development workshop – Chaparral	Supporting documents/files

# ANNEX 6

## EVALUATION REPORT FEEDBACK

### Evaluation of the DA Project 1819AG “Rural-urban linkages for inclusive Development in Colombia”

#### Evaluation Report Feedback Form: ERG (ECLAC Office in Bogotá)

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	En general la evaluación fue un ejercicio que permitió hacer explícitos los resultados del proyecto. Se desarrolló en un clima de aprendizaje y confianza. Considero valiosas las recomendaciones para difundir más sistemáticamente los resultados del proyecto y para construir líneas de trabajo que los profundicen, con el nuevo gobierno y otros actores.	
	Los distintos métodos y el diseño de la evaluación, permitieron identificar lecciones, fortalecer aprendizajes, ponderar los resultados.	
	<p>El ejercicio <b>cosecha de resultados</b>, en particular, permitió escuchar las apreciaciones de cada integrante del equipo coordinador y mediante este ejercicio:</p> <ul style="list-style-type: none"> <li>• Se consolidaron y fortalecieron por contraste los resultados y las trayectorias para lograrlos.</li> <li>• Fue posible también construir una narrativa común sobre las decisiones tomadas frente a eventos no previstos, que impidieron la ejecución del proyecto, tal como fue originalmente planeado.</li> <li>• Permitió revisar el grado de flexibilidad y de adaptación que exigieron distintos hechos: (1) la pandemia por las restricciones de movilidad, y la necesidad de usar herramientas virtuales para el contacto con actores; (2) el clima de protestas y manifestaciones sociales que impidieron la presencia de algunos participantes; (3) la dificultad de acceso a los territorios escogidos, por el recrudescimiento de la violencia en algunos de ellos.</li> </ul> <p>Considero que el informe de evaluación los reporta de forma precisa.</p>	
	Los comentarios específicos en la siguiente sección, pretenden aportar información o plantear algunos énfasis, para enriquecer el ejercicio de evaluación.	
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
35	<p>Con respecto al tamaño pequeño de la muestra de participantes, es posible agregar que no era posible conocer y recopilar toda la información de participantes que se conectaban de forma intermitente a las actividades programadas. La virtualidad constituyó un instrumento que permitió la realización de actividades programadas, pero con algunas <u>limitaciones</u>.</p> <p>(1) La capacitación sobre el uso de plataformas para las reuniones virtuales se hizo sobre la marcha del proyecto y muchos de los participantes no contaban con este conocimiento, y en no pocos casos, solo pudieron hacerlo a</p>	

	<p>través de llamadas desde su teléfono móvil. Por esta razón no fue posible contar con la información de los participantes, que afrontaron dificultades de comunicación, que limitaron la construcción de relaciones más sólidas y estables para hacer posible su rastreo posterior.</p> <p>(2) Las condiciones de trabajo remoto que impuso la pandemia desde marzo de 2020 hasta octubre de 2021 (cerca del 50% del tiempo de ejecución del proyecto) exigió adaptar la actividad de brindar asesoramiento (Advisory Services), a formatos distintos, menos formales y estrictos.</p> <p>(3) Vale la pena agregar que luego de finalizado el proyecto, la solicitud de asesorar la construcción de la política de desarrollo rural (DNP – OECD), o la revisión de la etapa siguiente de los PEDET, (ART) o bien el enrutamiento de los observatorios regionales (OREC) son actividades que han brindado asesoramiento y no fueron reportadas por haberse realizado una vez finalizado el proyecto.</p>	
39	<p>(1) Los eventos realizados en el 2018 en el nivel nacional tuvieron como fin informar sobre el proyecto y su relevancia. Esos eventos incidieron en que el Plan Nacional de Desarrollo 2018–2022 en construcción en ese momento contemplara como una de sus estrategias: Conectar Territorios. De esta forma, se garantizó la alineación del proyecto con el Plan Nacional de Desarrollo, como lo restaltó el subdirector del DNP en su presentación en el seminario final de 2022.</p> <p>(2) Los resultados agregados de la encuesta realizada al finalizar el Seminario Nacional de 2019 (Act A1.2), los participantes manifestaron que el enfoque de vínculos rurales urbanos era innovador y contribuía a cerrar brechas entre áreas rurales y urbanas. 98% de los participantes consideraron útil o muy útil aprender sobre vínculos rurales urbanos, como se reportó en el informe anual del segundo año del proyecto.</p> <p>Ver también comentario en el párrafo 65.</p>	
40	<p>Como se dijo atrás en los comentarios a las limitaciones (párrafo 35), la falta de registros sistemáticos de los participantes en los espacios en que se brindaba servicios de asesoramiento fue también en parte el resultado del desarrollo de actividades menos formales y estructuradas, condicionadas por la forma remota en que se realizaron.</p>	
47	<p>(1) En efecto, a pesar de convocar a otras agencias a las actividades iniciales y no obstante su participación en ellas, no fue posible construir una relación estratégica de colaboración. FAO dejó de realizar proyectos en el sur del Tolima justo cuando este proyecto comenzó en esta región. Sin embargo, logramos en el Seminario Final contar con la participación de FAO, UNFPA y PNUD.</p> <p>(2) Es importante agregar, que se trabajó en coordinación con otras agencias en la implementación del Nuevo Marco de Cooperación para el desarrollo Sostenible, firmado por el Sistema de Naciones Unidas con el gobierno de Colombia, para el período 2020 – 2023, uno de cuyos pilares es Paz con Legalidad. En este contexto, junto con la ART y con otras agencias de cooperación y del gobierno implementamos el proyecto de vínculos rurales urbanos mediante el desarrollo de actividades asociadas a los Programas de Desarrollo con Enfoque Territorial, (PDET) en el sur del Tolima y se fortaleció el nexo entre seguridad y desarrollo.</p>	



SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
61	<p>(3) Como complemento podemos agregar que fuimos llamados a aportar el enfoque de tejidos territoriales a los grupos de cooperantes y fundaciones encargados de lograr un mayor involucramiento del sector privado con los PEDET. Estos territorios generalmente no tienen las condiciones para lograrlo, razón por la que el gobierno diseñó el programa denominado Obras por Impuestos.</p> <p>(4) El rol de las ciudades intermedias y no solo de los grandes centros urbanos fue una de las recomendaciones que el proyecto impulsó, consignó y difundió en las presentaciones y en su documento marco.</p>	
65	Una hipótesis de la razón de la baja trazabilidad de los participantes en el Seminario Nacional (A1.2) es que los distintos eventos que enfrentó la implementación, en especial la pandemia y el recrudecimiento de la violencia en ciertas regiones, como en Antioquia, no hicieron posible fortalecer la relación con esos participantes y se perdió contacto.	
67	El proyecto propuso trabajar en dos territorios. Tolima y Antioquia. En este último departamento las condiciones de seguridad impidieron, a pesar de haber convocado varias actividades, consolidar un mayor contacto con los distintos actores como fue el caso del Tolima. Se realizó un trabajo más de análisis de diferentes regiones en Antioquia y se publicaron sus resultados. El proyecto abordó el estudio de otros territorios, con énfasis en vínculos culturales en el Valle y en relaciones propiciadas por el ecoturismo en el Meta.	
71	<p>Una aclaración sobre la actividad A2.3. El conocimiento adquirido en los talleres territoriales se consignó mediante otros medios, diferentes al propuesto en el proyecto: Estos aprendizajes se encuentran en:</p> <p>(1) El marco conceptual, que fue incorporando los aprendizajes y en su última versión incluyó propuestas específicas de políticas para fortalecer los vínculos rurales urbanos.</p> <p>(2) Los 9 boletines, resultado de la estrategia de comunicación del proyecto, que también se diseñó para enfrentar las consecuencias de la pandemia, recogieron y ampliaron el conocimiento de los actores del territorio, algunos de ellos participantes en los talleres territoriales.</p> <p>(3) El seminario final o Feria de Tejidos, preparó aprendizajes, los organizó en paneles, compartió preguntas con los participantes y dedicó tiempo a presentar y a analizar.</p>	
69*pg. 25	La dirección nacional de la ART invitó a presentar los aprendizajes del proyecto con miras al nuevo Plan Nacional de Desarrollo, tal como se sugiere en el informe. Tanto esta entidad como el DNP serán cruciales para difundir los aprendizajes. Habría que ampliar el espectro de actores para poner en práctica las recomendaciones. Uno de ellos sería el Ministerio de Agricultura.	
99* pg. 32	<p>Estamos plenamente de acuerdo con la necesidad de incrementar los esfuerzos por diseminar los aprendizajes del proyecto.</p> <p>(1) En esta dirección, se incorporó como <b>Agenda Impostergable No. 6</b> el propósito de “lograr ciudades conectadas con las zonas rurales, que potencien los</p>	

	<p>beneficios de la urbanización y las interdependencias urbano – rurales, que promuevan formas de consumo sostenibles” en el documento realizado por las agencias del SNU en Colombia (<b>Una Agenda Común por Colombia</b>) para difundirlo a los distintos partidos en el proceso de elección presidencial de los meses recientes.</p> <p>(2) Para efectos del Plan de Desarrollo 2022-2026 que elaborará a partir del próximo 7 de agosto de 2022 el nuevo gobierno, se entregarán los diferentes documentos publicados y una síntesis de los aprendizajes del proyecto.</p>	
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**Evaluation of the DA Project 1819AG  
“Rural-urban linkages for inclusive Development in Colombia”**

**Evaluation Report Feedback Form: PPOD**

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	Thank you for this very comprehensive report, we appreciate the work that has gone into it. The methodology section in particular is very clear and detailed.	
	Please make explicit the link between conclusion and findings, and between recommendation and conclusion, to make it easier to follow for the reader.	
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
40	Could you specify what definition of advisory services is used for the purposes of this evaluation? Our understanding is that advisory services is a broad concept that covers a wide range of activities from policy advice and technical advice, to meetings to deliver general guidance and information the counterparts did not possess prior to the meeting. In this sense it seems that meetings that are “informative and with the purpose of articulation” would fall under the umbrella of advisory services.	
52-page 15	The great level of adaptability and the rapidity of the switch to virtual activities, mentioned in this paragraph, were made possible thanks to the close coordination within ECLAC, between the ECLAC office in Bogota and the Programme Management and Evaluation Unit. ECLAC, as a member of the Secretariat, follows UN financial rules and regulations rather than what is described as “ECLAC managerial policies”. Those regulations were maintained throughout the pandemic which ensured that projects funds were spent according to those same rules and regulations. The sentence beginning with “the evaluator observes” does not seem to relay direct observation. For this reason, we would kindly suggest rephrasing that sentence. Finally, since only one specific example is presented, it hardly seems to suggest the risk that it becomes standard practice.	
62-page 17	The strengthening of rural-urban linkages, including on the economic side, can involve a variety of actors such as associations, cooperatives, NGOs, not necessarily the private sector as such. If the evaluator estimates that the participation of the private sector could have enhanced the project, this should certainly be noted,	

	but it is our understanding that the absence of its participation is not necessarily a deficiency of the project.	
<b>61-page 22</b>	As noted above, the administrative procedures are established according to the rules and regulations that govern the UN Secretariat. ECLAC has adapted its programme of work and the modalities of implementation of its activities, including those pertaining to projects implemented by the Commission, to continue supporting countries of the region in light of the impact of the COVID-19. This work was undertaken throughout ECLAC's substantive divisions and subregional and national offices. Therefore, the broad reaching statement about lack of adaptability does not seem to be supported by facts directly observed by the evaluator. We would suggest rephrasing.	
<b>61-page 22</b>	The composition of the Bogota office as presented is incorrect. The team had 3 staff members (2 remained until the end of the project after 1 retired) and 2 consultants.	
<b>87 Lesson 2</b>	That lesson does not seem to be supported by findings within the text of the report.	
<b>Recommendations</b>	It would be helpful to specify whether these recommendations are made to ECLAC in general or the ECLAC office in Bogota.	
<b>Recommendation 2</b>	The recommendation reads as follows: Work on strengthening internal capacity to deploy technical assistance at the city and regional levels, working across diverse actors and in multi-level governance efforts. ECLAC is a regional organization that covers 33 countries. As written the recommendation does not seem achievable if made to ECLAC in general. It is unclear what "administrative" mechanisms are alluded to in paragraph 98.	
<b>Recommendation 6</b>	Please indicate what conclusion(s) lead to this recommendation. As written, the recommendation is very broad and does not seem supported by the findings and conclusions. ECLAC is part of the United Nations Secretariat, has well-established procedures to design projects, as well as an evaluation policy in line with UNEG requirements that underpins this very evaluation. There is no finding that calls into question the capacity of ECLAC to design projects or to conduct evaluations. While the findings on the gaps in documentation on participants lists and surveys are well noted, and could certainly warrant a recommendation, recommendation 6 does not seem in line with the findings and is unlikely to address the problem. We would suggest rephrasing this recommendation and paragraphs 103 and 104 to be more specific and therefore actionable.	



Economic Commission for Latin America and the Caribbean (ECLAC)  
Comisión Económica para América Latina y el Caribe (CEPAL)  
[www.cepal.org/en](http://www.cepal.org/en)