

LISTA DE CHEQUEO PARA FIRMA DE PRODROCS /REVISIONES

PROGRAMA

DATOS GENERALES

FECHA 01/02/2021
 NUMERO DEL AWARD :00133855
 NUMERO DEL PROYECTO :00125594-00125595-00125596-00125597

NOMBRE DEL PROYECTO: **Reactiva Colombia**

REVISIÓN ANTERIOR: REVISIÓN ACTUAL: INICIAL

PRODOC NUEVO: SI FECHA PREPAC NA__ FECHA PAC 18/12/2020

FIRMAS

	NOMBRE	FIRMA	FECHA
ANALISTA	Javier Perez Burgos		03-Feb-2021
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OBSERVACIONES:

ENVIO A LA SEDE : _____
 (solo si se trata de nuevo PRODOC o Rev. Sustantiva)

UNITED NATIONS DEVELOPMENT PROGRAMME



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
UNDP COLOMBIA

Project Title: Reactiva Colombia

Project Number: 133855

Implementing Partner: UNDP Colombia

Start Date: December 2020 **End Date:** December 2022 **PAC Meeting date:** 18th December 2020

Brief Description

The COVID-19 pandemic has impacted the health and socio-economic aspects of global development. The negative effects of COVID-19 on the economy can already be seen in Colombia. The gross domestic product (GDP) growth rate fell from 1.1 percent in April 2020 to -15.7 percent in June 2020 (DANE, 2020). By August, 2.4 million Colombian workers, 39 percent men and 61 percent women, had lost their jobs. Colombia's decline in GDP growth and increase in unemployment will worsen existing socio-economic gaps and will most severely affect vulnerable people like migrants, women, youth, and indigenous communities. Colombia's economic decline will also increase poverty and inequality rates. This project will enable socioeconomic reactivation by supporting:

- Livelihoods stabilization for individuals and communities affected by the COVID-19 economic crisis by ensuring that relief, recovery, and development are addressed simultaneously.
- Local economic recovery for jobs and employment in the mid- and long-term, with an emphasis on the strengthening of micro, small- and medium-sized enterprises (MSMEs) for income generation opportunities.
- Inclusive economic growth by strengthening regional and national government capabilities to address current and future crises and to build territorial resilience to cope with future economic shocks.

UNSDCF: 3.1 The national government and territorial entities strengthen their capacities to accelerate the 2030 Agenda and the SDGs with the support of the UN Country Team to the efforts of the State.

CPD: 3.1 The national government and territorial entities strengthen their capacities to accelerate the 2030 Agenda and the SDGs

Indicative Output(s) with gender marker: GEN2 Gender equality as a significant objective

Total resources required:	USD \$ 9.800.000	
Total resources allocated:	UNDP TRAC:	
	USAID:	\$ 9.800.000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP	
	
Print Name:	Jessica Faieta – Representante Residente
Date:	26/01/2021

I. DEVELOPMENT CHALLENGE

The COVID-19 pandemic and other unexpected shocks have impacted the health and socio-economic aspects of global development. To help address and mitigate the impact of COVID-19 in Colombia, the United Nations Development Program (UNDP) has supported the National Health Institute to improve sample processing, complemented vulnerability GIS data with mobility data, and performed a socioeconomic impact analysis. UNDP is keenly aware of the dichotomy between saving lives and livelihoods that has emerged with this pandemic.

The negative effects of COVID-19 on the economy can already be seen in Colombia. Colombia's gross domestic product (GDP) growth rate fell from 1.1 percent in April 2020 to -15.7 percent in June 2020. By August, 2.4 million Colombian workers, 39 percent men and 61 percent women, had lost their jobs. Colombia's unemployment rate also increased from 10.8 percent in August 2019 to 16.8 percent in August 2020, the highest unemployment rate in Colombia since 1999. The latest forecast from Colombia's Ministry of Finance reveals that the country will experience the most significant GDP decline in its history, decreasing by 5.5 percent.

Colombia's decline in GDP growth and increase in unemployment will worsen existing socio-economic gaps and will most severely affect vulnerable populations such as migrants, women, youth, and indigenous communities. At the local level, the regions with pre-existing social problems, such as a history of conflict, will be most affected by COVID-19's impact on the economy. Colombia's economic decline will also increase poverty and inequality rates. For example, if Colombia's employed population's income decreases by 25 percent, the country's monetary poverty will increase from 27 to 37 percent. In this scenario, extreme monetary poverty would also increase from 7.2 to 10.7 percent, and the Gini coefficient could increase between 1.5 and 2.5 percent in 2020.

UNDP identified that over 43 percent of women, 43 percent of youth, and 55 percent of migrants are employed in highly vulnerable economic sectors, such as tourism. The data reveals that Colombia will suffer a setback of 10-15 years in social and economic terms, and this setback will have a more severe impact on women, youth and migrants. Therefore, development donors need to promote strategies to support governmental efforts to "leave no one behind", and to adapt and scale up best policy practices identified throughout the coming year.

This activity will enable socioeconomic reactivation by supporting:

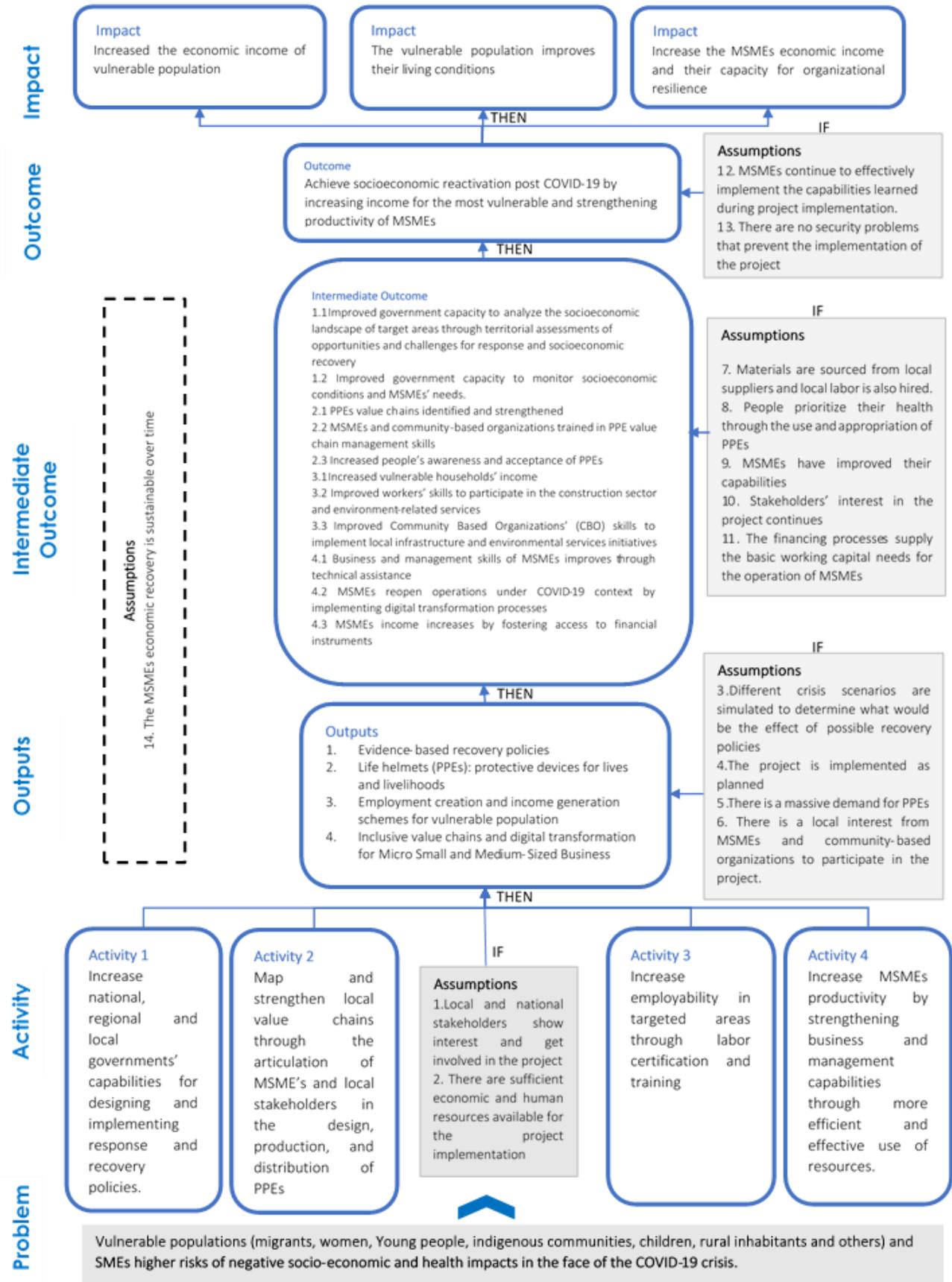
- Livelihoods stabilization for individuals and communities affected by the COVID-19 economic crisis or other unexpected shocks by ensuring that relief, recovery, and development are addressed simultaneously.
- Local economic recovery for jobs and employment in the mid- and long-term, with an emphasis on the strengthening of micro, small- and medium-sized enterprises (MSMEs) for income generation opportunities.
- Inclusive economic growth by strengthening regional and national government capabilities to address current and future crises and to build territorial resilience to cope with future economic shocks.

II. STRATEGY

Purpose: Support socioeconomic reactivation during Colombia's recovery from COVID-19 and other unanticipated shocks by increasing worker incomes and MSME revenues.

Development Hypothesis: IF the government's data capabilities for COVID-19 economic response and recovery policies are strengthened, and worker employability and MSME productivity are improved, notably through PPE production, THEN workers and MSMEs affected by the economic crisis will increase their incomes.

Theory of Change



The Project has four objectives:

1. Increase national, regional and local governments' capabilities for designing and implementing response and recovery policies

UNDP supports national, regional and local authorities in developing evidence-based recovery policies. Leveraging UNDP's recent initiatives, this component seeks to improve public policy making capabilities, specifically related to the collection and analysis of information for the policy making process, in order to inform better recovery responses from unprecedented shocks. To this end, in the last three months, UNDP has supported the National Administrative Department of Statistics (DANE) in the design of a vulnerability viewer, a tool to identify the areas with the greatest risk from COVID-19 in Colombia. Also, UNDP supported the National Planning Department (DNP) to make an analysis of socio-economic impacts of the COVID-19 crisis. At the local level, UNDP supported the development of a hypothetical analysis of public policy priorities for the city of Bogotá to close gaps in SDG in the face of the current crisis.

For this program, UNDP proposes to scale-up its quantitative and qualitative methodologies to identify impacts of the crisis across different vulnerable populations and economic sectors. Using novel machine learning, data mining and data analytics methodologies, we will simulate different crisis scenarios to identify potential impacts of different recovery policies.

UNDP has oriented a large part of its action to territorial work, for which it designed an approach based on institutional and civil society capacity building, social inclusion and coordination with national public policies. In consequence, UNDP has a strong network of seven field offices with coverage in 17 departments with professionals that have established trusting relationships with the local community, and the public and private sector. UNDP will build upon these pre-existing relationships to engage local stakeholders with deep knowledge and expertise in their own territories as well as an understanding of the local economic, social and political dynamics, in order to design evidence-based recovery policies responsive to local realities.

The data generated in component one will be used as input for making evidence-based decisions for the other program components. The first component will periodically and permanently provide information and analysis for the implementation of processes related to supporting MSMEs development and generating employment for vulnerable population

2. Map and strengthen local value chains through the integration of MSME's and local stakeholders in the design, production, and distribution of PPEs.

Maintaining physical distance while enabling economic activation is what UNDP Colombia focused on early in the COVID crisis. Coronavirus infection happens when a contaminated particle comes in contact with the eyes, nose, or mouth of a non-infected person. Contamination occurs when infected droplets expelled by another person reach our face, or when our own hands come in contact with our face after having touched a surface with contaminated particles. The Personal Protective Equipment (PPEs) being used for protection from COVID is the equipment that is commonly worn by healthcare personnel for their daily protection to minimize exposure to contagions. Together with the use of the protective equipment, COVID has required the use of other biosecurity protocols and products such as alcohol and gel. PPEs and biosecurity protocol products are essential for the protection of citizens' health and could allow countries to reactivate their economies if self-protection awareness and hygiene habits are promoted along with the use of proper PPEs.

Production and distribution of proper PPEs is currently taking place in Bogotá. The current challenge is to produce and distribute PPEs in smaller cities, rural areas and left behind territories. Not every PPE is valid or sufficient to protect citizens. In Colombia, UNDP sees the production and distribution

of PPEs as an opportunity to recover economic sectors and activate SMEs through the design, production, and distribution of PPEs locally.

Strengthening existing face shields (PPEs) industrial value chains

UNDP Colombia, together with a network of “unusual” allies - Vice-presidency of Colombia, Colombian Industrial Association, Makers Community, and EAN University - launched the “Life Helmets Challenge.” The challenge activated the collective intelligence of citizens, created awareness of the risk of cross contamination, and searched for a design that blocked the access of hands to eyes, nose, and mouth.

The challenge and the multi-actor platform allowed MSMEs to reactivate their production and value chains through the design, production, certification, and distribution of secured face shields. Every day more MSMEs are contacting UNDP to be part of the platform and produce their own PPEs. Although the extent of impact is not yet certain, we have seen how the four SMEs that started the process are now producing and distributing secured face shields. Based on market research, we have estimated that there is a capacity to sell 120.000 secured face shields in approximately three months, hence, the 460.000 proposed face shields could be sold in about ten months. This calculation is possible if and only if, the capacity for designing, producing and distributing PPEs is already set in place. UNDP is supervising the designs to ensure they fulfill technical requirements, a certification process to endorse proper health protection devices is being developed, and distribution channels are being activated.

The value chains activated by the production of PPEs could be strengthened with the acceleration of the certification process and increased demand of current devices. UNDP aims to finance certification for current PPEs, allowing the current producers to focus its resources on R&D and production. Uncertainty surrounding the current COVID situation makes new companies doubt the PPEs profitability. Still, if massive demand is evidenced and certification becomes a requirement, a new market scenario would accelerate the production and distribution of Life Helmets and PPEs.

Leveraging “Life Helmets” strategy to activate PPEs local value chains

“Life Helmets” strategy, model and network could be replicated to help solve other development challenges. This replica could happen in other countries or territories (e.g., Peru has implemented part of our strategy to build its own Life Helmets model). The model could include looking for ideas, designs, production, value chain creation, and distribution of PPEs locally. An initial scaling of the model is proposed in four cities and surrounding areas (to be defined by component 1).

UNDP’s role would be to replicate the strategy implemented in the “Life Helmets” challenge, identifying local partners to activate or strengthen local ecosystems and value chains for PPE production and distribution. National partners, such as the Vice-Presidency, National Health Institute, Icontec or Invima, must be included in the process to reinforce local ecosystems and ensure the strategy’s scalability.

Through an open call (contest), two or three MSMEs will be identified per region that meet the criteria to design, produce and distribute PPEs. The selected MSMEs will receive technical assistance to properly structure their local value chains and enable an environment for sustainable livelihoods. Additionally, the local value chains will be strengthened through the inclusion of artisans, indigenous groups, and vulnerable communities in the customization and distribution of PPEs. Technical assistance to local MSMEs and community-based organizations will be linked to component 4. Product, value chain and business models will be analyzed, and assessments will be done to strengthen current MSMEs strategies to distribute relevant PPEs to citizens and rural communities.

Distribution channels will be strengthened by working directly with small stores and by building a marketplace and communication strategy. The project will identify small stores, particularly ones

owned by families and female headed households, and deliver an initial stock of accessibly priced Life Helmets/PPE for them to distribute. They will also be provided with a “Do it Yourself” PPE kit developed by the Maker Community which will allow store owners to increase their margin on PPE by cutting the plastic material, assembling and distributing the PPE devices locally.

Concurrently, a digital platform will be designed and implemented to help build the local value chains and identify community aspirations and needs. The project will use peer to peer research to map the MSME ecosystem, the value chain and the benefited communities. The platform will also map where the PPEs are being distributed and will identify communities' needs and uses of protective devices. Furthermore, through research and experiments, the project will measure changes in people's awareness and self-protection behaviors and the results will also be mapped in the platform. With the help of the local and interconnected network, UNDP enables MSMEs and local organizations to adapt to the new market, comply with biosecurity protocols, create new and local business models, and to find new channels for distribution. This component can also contribute to solve other unanticipated shocks, with the provision of PPE or other products/services that may be needed.

3. Increase employability in targeted areas through labor certification and training.

The Cash for Productivity strategy will create temporary job positions to implement “community initiatives” in areas most socially and economically impacted by the COVID-19 pandemic and other unanticipated shocks. The intervention seeks to swiftly increase vulnerable population’s¹ income and provide job opportunities for workers, preventing them from falling into poverty or lifting them out of it.

The strategy has the following guidelines: (I) Inclusive participation: the community collectively identifies its priorities (i.e. neighborhood improvement initiatives) which are later implemented through local organizations. (II) Job Creation: employment with social security coverage (i.e. health and pension schemes) for up to three (3) months. (III) Local Economic Strengthening: materials are procured from local suppliers and the workforce is locally hired. (IV) Gender-based approach: at least 50% of the available job positions must be performed by women; flexible working hour arrangements will be available for individuals engaged in care activities. (V) Strengthening Community Based Organizations - CBOs by including (i.e. hiring) technical personnel to its workforce and providing CBOs with administrative, financial and technical tools for the implementation process. (VI) Certified technical training for the workforce: based on labor market analysis and the identification of labor skills relevant for vulnerable workers in the current environment. The training process can be implemented in alliance with *Servicio Público de Empleo* and *Cajas de Compensación* as its operative branch; the national training institute – *SENA* will be an additional ally. (VII) In order to contribute to climate change mitigation and adaptation, all implemented initiatives will carry out environmental compensation schemes.

The kickstart for the strategy and pilot project will take place in Bogota D.C and will develop within a period of 6 to 9 months. The project will align with the city’s current development plan along the following strategic lines: a) in a health emergency context, seeks to diminish unemployment rates; b) to foster economic and employment opportunities for women, youth and victims of armed conflict; c) to recover or improve community infrastructure assets and public space; and d) to adapt and mitigate climate change by improving the conditions of the urban ecological structure and environmentally relevant areas of the city. The project will be replicated in other municipalities upon the successful completion of the pilot stage. The municipal selection process will take into account the following criteria: alignment of current Development Plans with the strategy; inter-institutional articulation capacity; proven interest in implementing the model; highest levels of socioeconomic needs, highest economic impact as result of the health emergency, among others.

¹ i.e. informal workers, women victims of the conflict or of gender-based violence, unemployed youth, Venezuelan migrant population. In the context of Bogotá: Vulnerable population 33%; Labor informality 41%; Income poverty 1 million; Gini 0.504; Vulnerable population Cali 37%; Labor informality 49%; income poverty 396 thousand; Gini 0.463. (DANE 2018)
Rev.: July 2019

4. Increase MSMEs productivity by strengthening business and management capabilities through more efficient and effective use of resources.

Amid the COVID-19 crisis, small and medium-sized companies have been adversely affected by the economic lockdown triggered to prevent the spread of the pandemic disease, especially in cities with high population density. UNDP Colombia proposes to reactivate the economy and support those MSMEs in the territories and economic sectors most affected by the current emergency, or by other unanticipated shocks. Site selection is currently flexible and depends on the vulnerability analysis from component 1 to identify and target vulnerable hotspots in big cities. For different territories, UNDP can work with and complement USAID's network of financial institutions to provide financial services in the area. In this component UNDP will provide technical assistance, digital transformation, and blended finance, which will provide greater capacity to adapt to new market trends, survive and thrive. The MSMEs will be selected by prioritizing those led by women, young entrepreneurs, migrants, and informal workers, and will also include vulnerable populations most affected by the pandemic. There is currently no specific vulnerable population targeted for this activity; the focus is conditioned on the vulnerability assessment from component 1.

According to the Ministry of Information and Communication Technologies (2016), 75% of MSMEs have access to the internet, however, just 36% have web pages, 26% made online purchases and only 8% have a direct sales platform². For this reason, we propose a technical assistance program for MSMEs that do not have experience in digital service channels and biosecurity practices in their operations.

For micro and small sized enterprises, the program includes practical tips and easy to use interactive webinars to guide entrepreneurs in the use of customizable digital tools; an evaluation of the micro, small or medium-sized enterprises digital capacity to understand specific needs and challenges; one-to-one technical assistance to transform digital practices into 12 business habits that strengthen the business unit; and monitoring and follow-up of the process to meet target goals. Furthermore, UNDP proposes to support the digital transformation of the MSMEs through a digital marketplace to share best practices, connect with customers and potential investors. Mentors will provide coaching services to prepare companies for their e-commerce viability and use of information technologies. Both micro and small enterprises are targeted for the project, but there is flexibility to adapt based upon vulnerability assessment results, taking into account that micro businesses do not create many jobs and therefore a SME focus will provide more opportunities for reactivating local economies. Therefore, the number of jobs created will be a criterion for choosing target enterprises. This proposal will be implemented by UNDP through its technical team, consultants and methodological resources.

The focus of the project is employment which includes both job creation/recovery and maintaining jobs. Priority sectors will be identified through the vulnerability analysis done in Component 1. Recuperating lost jobs is also part of the focus. Recreating jobs will include a process of reskilling people into sectors that have labor shortages or require additional workers due to the current context.

For medium size businesses, UNDP provides two available solutions: (i) a supplier development program and (ii) blended finance schemes. The supplier development program offers businesses the opportunity to improve the competitiveness of their supply chain through the generation of strategic relationships with lead companies that include continuous improvement processes. Even though UNDP is sector agnostic, the context suggests the focus should be on business chains, on trade and from there backwards. Regarding blended finance, UNDP is looking to provide non-reimbursable blended finance through technical assistance and seed capital. Additionally, UNDP is

² Min TIC (2016) "Characterization of the formal and informal Colombian MSMEs and technology. Infométrika Rev.: July 2019

seeking alliances with the private sector to leverage additional resources (micro-credits) with USAID partners and other local actors for small businesses.

To further expand financial access for MSMEs the program will explore different strategies such as crowdfunding, coordinating with financial institutions, investment rounds, and digital marketplaces. The program will utilize UNDP's platform to explore crowdfunding financing for select MSME program participants with the aim of mitigating the investment risk of high impact entrepreneurial projects so that they can strengthen their business model, access finance and become commercially viable over time. The potential invested amount will depend on each enterprise, its assets, maturity, debts, etc. Furthermore, the project will coordinate with financial institutions of different levels to generate access to financial capital for businesses and training in financial education. Non-reimbursable capital investments will also be granted to some businesses. Additionally, Investment rounds will be held where businesses can participate both to offer their products and services and to access other types of financing mechanisms in order to strengthen the businesses and guarantee their sustainability over time.

Micro-franchising systems are based on a contractual collaboration mechanism between a franchising company and a franchised company, where the right to use a brand and a know-how is given. The objective is to replicate successful business models, reducing the learning curve of new business ventures and their probability of failure. The strategy allows the transfer of know how, registered trademarks and knowledge from successful businesses to entrepreneurs at the base of the pyramid (BoP), and thus stimulating formal business ownership, dignified and decent work conditions and the strengthening of productive skills of the BoP. The following steps are part of the implementation process of UNDP's micro-franchising model: 1. Developing the Microfranchise system, 2. Defining financial metrics and viability, 3. Developing of the Microfranchise toolkit, 4. Microfranchisee selection and training process, 5. Operation, and, 6. Scalability.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

1. Increase national, regional and local governments' capabilities for designing and implementing response and recovery policies.

Intermediate results (IR) and activities:

1.1 Improved government capacity to analyze the socioeconomic landscape of target areas through territorial assessments of opportunities and challenges for response and socioeconomic recovery or other unanticipated shocks

- Collect primary and secondary data concerning socioeconomic conditions (health, poverty and labor market) and MSMEs' needs
- Process and analyze data collected.
- Transfer capacity to governments to use the information generated for designing response and recovery strategies and policies.

1.2 Improved government capacity to monitor socioeconomic conditions and MSMEs' needs.

- Design a platform with dashboards to monitor the above-mentioned indicators.
- Perform simulations of different socioeconomic scenarios.
- Transfer capacity to governments to implement the monitoring system through the platform designed in the early recovery period.

2. Map and strengthen local value chains through the articulation of MSME's and local stakeholders in the design, production, and distribution of PPES.

Intermediate results (IR) and activities:

2.1. PPEs value chains identified and strengthened

- Activate or strengthen local productive ecosystems and value chains for PPE production and distribution.
- Open call (contest) to identify MSMEs in each targeted area that meet the criteria to design, produce and distribute PPEs.
- Value chains are mapped to identify weak points and design an intervention that results in the strengthening of the value chain.
- Peer-to-peer platform designed and implemented to identify community aspirations and needs and map where the PPEs are distributed.

2.2. MSMEs and community-based organizations trained in PPE value chain management skills.

- Local MSMEs technically assisted to identify or strengthen PPE production value chains and allow a sustainable livelihood environment.
- Product, value chain and business models analyzed to strengthen current MSMEs strategy to distribute relevant PPEs to citizens and rural communities.
- Enable short-term PPEs production and distribution in order to protect local communities and MSMEs employees.
- Contribute to solve other unanticipated shocks, with the provision of PPE or other products/services that may be needed.

2.3. Increased awareness and acceptance of PPEs

- Marketplace and communication strategy built to increase people's acceptance of the benefits of acquiring secure PPEs.
- Research and experiments carried out to test and measure changes in people's awareness and self-protection behaviors.

3. Increased employability through labor certification and training in targeted areas most affected by COVID-19 and other unanticipated shocks.

Intermediate results (IR) and activities:

3.1. Increased income for vulnerable households

- Temporary paid positions made available
- Enrollment in comprehensive social security schemes (i.e. health, pension, vacations and other social benefits)

3.2. Workers' skills improved to participate in the construction sector and environment-related services

- "Learning by doing" scheme carried out on construction and environmental services
- Development of certified job skills training related to construction and environmental services

3.3. Community Based Organizations (CBO) skills for implementing local infrastructure and environmental services initiatives improved

- Hiring of technical and administrative personnel to support CBOs' on ground implementation
- Strengthening in human and financial resources management

4. Increased MSMEs productivity and revenue by strengthening business and management capabilities.

Intermediate results (IR) and activities:

4.1. Improved MSME business and management skills.

- Train MSMEs in business and management skills related to finance, marketing, strategy, operations, and talent management.
- Improve market analysis, strategic planning, and financial forecasting capabilities of MSMEs.

4.2. MSMEs' operations reopened virtually during COVID-19 or other unanticipated shocks.

- Provide MSMEs with access to digital tools and guide them in using these tools for commercial purposes.
- Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management.

4.3. MSMEs revenue increased by fostering access to financial instruments.

Planned actions:

- Link MSMEs to financial instruments such as credits, microloans, micro-insurances and others.
- Help MSMEs obtain investment from impact investors to increase private capital leverage.
- Generate new commercial agreements between MSMEs and anchor companies to catalyze new or improved purchase agreements.

Outputs and activities

OUTPUT 1: Increased capabilities for designing and implementing response and recovery policies.		
Activity 1	Response and recovery policies	Start date: Dic. 2020 End date: Dic. 2022
Purpose	Increase national, regional and local governments' capabilities for designing and implementing response and recovery policies.	
Description	<ul style="list-style-type: none"> • Design and implementation of strategies to analyze the socioeconomic landscape of target areas through territorial assessments of opportunities and challenges for response and socioeconomic recovery and other unanticipated shocks • Collect primary and secondary data concerning socioeconomic conditions (health, poverty and labor market) and MSMEs' needs • Process and analyze data collected. • Transfer capacity to governments to use the information generated for designing response and recovery strategies and policies. • Design and implementation of strategies to improve government capacity to monitor socioeconomic conditions and MSMEs' needs. • Design a platform with dashboards to monitor the above-mentioned indicators. • Perform simulations of different socioeconomic scenarios. • Transfer capacity to governments to implement the monitoring system through the platform designed in the early recovery period. 	
Quality criteria	Quality method	Evaluation
<ul style="list-style-type: none"> ·Number of information sets and simulations ·Number of knowledge transfer workshops ·Number of Policy responses jointly built with GOC institutions and with regional and local governments ·Number of platforms with dashboards designed 	Progress reports	Semester

OUTPUT 2: Strengthened value chains for the design, production, and distribution of PPES		
Activity 1	Local value chains for PPEs.	Start date: Dic. 2020 End date: Dic. 2022
Purpose	Map and strengthened local value chains through the articulation of MSME's and local stakeholders in the design, production, and distribution of PPES	

Description	<ul style="list-style-type: none"> • Implementation of strategies to identify and strengthen value chains • Activate or strengthen local productive ecosystems and value chains for PPE production and distribution. • Open call (contest) to identify MSMEs in each targeted area that meet the criteria to design, produce and distribute PPEs. • Value chains are mapped to identify weak points and design an intervention that results in the strengthening of the value chain. • Peer-to-peer platform designed and implemented to identify community aspirations and needs and map where the PPEs are distributed. • Local MSMEs and community-based organizations technically assisted and trained to identify or strengthen PPE production value chains and allow a sustainable livelihood environment. • Product, value chain and business models analyzed to strengthen current MSMEs strategy to distribute relevant PPEs to citizens and rural communities. • Enable short-term PPEs production and distribution in order to protect local communities and MSMEs employees. • Marketplace and communication strategy built to increase people's acceptance of the benefits of acquiring secure PPEs. • Research and experiments carried out to test and measure changes in people's awareness and self-protection behaviors. • Contribute to solve other unanticipated shocks, with the provision of PPE or other products/services that may be needed. 	
Quality criteria	Quality method	Evaluation
<ul style="list-style-type: none"> •460.000 PPEs produced, sold and distributed by MSMEs and community-based organizations to the most vulnerable communities. •4 certified MSMEs producing and distributing PPEs nationally or exporting to Latin America. •1 digital community and value chain mapping tool designed and implemented. •At least 12 local MSMEs design, produce, and distribute PPEs in local markets and are incentivized to scale their market. •At least 12 local MSMEs trained in entrepreneurial and innovations skills. •At least 8 local organizations from vulnerable communities trained and provided technical assistance in producing and providing adequate and secure PPEs to local MSMEs. •At least 300 direct and indirect jobs created or maintained within the MSMEs and/or through PPEs value chains. •1 communication strategy launched. •4 behavioral science experiments designed and tested. 	Progress reports	Semester

OUTPUT 3: Increased employability in targeted areas through labor certification and training		
Activity 1	Employability for vulnerable households	Start date: Dic. 2020 End date: Dic. 2022
Purpose	Increased employability through labor certification and training in targeted areas most affected by COVID-19 and other unanticipated shocks.	
Description	<ul style="list-style-type: none"> • Temporary paid positions made available • Enrollment in comprehensive social security schemes (i.e. health, pension, vacations and other social benefits) • Workers´ skills improved to participate in the construction sector and environment-related services • “Learning by doing” scheme carried out on construction and environmental services • Development of certified job skills training related to construction and environmental services 	

	<ul style="list-style-type: none"> Community Based Organizations (CBO) skills for implementing local infrastructure and environmental services initiatives improved Hiring of technical and administrative personnel to support CBOs' on ground implementation Strengthening in human and financial resources management 	
Quality criteria	Quality method	Evaluation
<ul style="list-style-type: none"> Up to 1600 temporary jobs created Up to 1600 workers enrolled in social security schemes Up to 1600 vulnerable individuals and workers trained and certified Up to 48 community initiatives implemented by CBOs 24 environmental compensation schemes implemented by CBOs 24 strengthened organizations through Low Value Grants - LVG. 	Progress reports	Semester

OUTPUT 4: Increased MSMEs productivity and revenue by strengthening business and management capabilities.		
Activity 1	MSME productivity and revenue.	Start date: Dic. 2020 End date: Dic. 2022
Purpose	Increase MSMEs productivity by strengthening business and management capabilities through more efficient and effective use of resources	
Description	<ul style="list-style-type: none"> Design and implementation of strategies to Improve MSME business and management skills, affected by the pandemic and other unprecedented shocks Train MSMEs in business and management skills related to finance, marketing, strategy, operations, and talent management. Improve market analysis, strategic planning, and financial forecasting capabilities of MSMEs. Provide MSMEs with access to digital tools and guide them in using these tools for commercial purposes. Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management. Design and implementation of programs to Foster access to financial instruments. Link MSMEs to financial instruments such as credits, microloans, micro-insurances and others. Help MSMEs obtain investment from impact investors to increase private capital leverage Generate new commercial agreements between MSMEs and anchor companies to catalyze new or improved purchase agreements. 	
Quality criteria	Quality method	Evaluation
<ul style="list-style-type: none"> Up to 1.500 MSMEs will be prioritized to receive an assessment of business habits and one-on-one technical assistance. Up to 12 leading company's supply chains benefited with the supplier development program. At least 70% of the 1.500 MSMEs will have an increase in sales. At least 100 new/recovered jobs. Up to 500.000 life helmets delivered with QR access to technical assistance platform and content or access to business digitalization guidance, biosecurity protocols and new market trends. Up to 280 MSME's benefited with coaching services on e-commerce and use of information technologies. Up to 60 Microfranchise units implemented. Up to 600 MSMEs will receive financial mechanisms to support improving market access and revenues. 	Progress reports	Semester

Resources Required to Achieve the Expected Results

Human resources

The project requires a core team with previous experience in the design and implementation of development and early recovery projects. Likewise, it requires specialized personnel for the implementation of the activities in the four components and the prioritized thematic areas. In section VIII of this document, the management and governance arrangements are described.

Financial resources

The financial resources of the project will be destined to the hiring of the specialized technical and administrative team of the project and the implementation of the described activities within the prioritized thematic areas.

Partnerships

UNDP will establish partnerships and joint working schemes with national and local partners to strengthen their capabilities, promote the sustainability of the project and address the development challenge. UNDP's development approach focuses on self-reliance and multi-stakeholder partnerships, promotes the mobilization of public and private capital, and works in conjunction with other national and local programs and strategies. The project will foster private sector engagement in its efforts to strengthen MSMEs by increasing MSME productivity and expanding MSME market access. UNDP will also generate interdependencies between impact investors, inclusive businesses and lead companies resulting in greater shared value through the private sector. Lastly, UNDP will coordinate with local and national financial institutions to improve MSME access to financial services, training, and inclusion.

Risks and Assumptions

The following table describes the most relevant risks and assumptions of the project.

Risks	Assumptions
<ul style="list-style-type: none"> - The COVID-19 pandemic worsens, or a new health crisis occurs, which hinders the implementation of the early recovery policies and strategies. - The national and/or local government experiences an institutional crisis which hinders project development as initially planned. - There is another national crisis, like an economic recession, political crisis, or natural disaster, which generates an adverse context to project development. - Unforeseen challenges to scaling-up PPE design, production and distribution in different territories and contexts in Colombia. - Resistance from local MSMEs and community-based organizations to see PPE value chain as an economic opportunity. - Resistance from local communities to use PPE to protect themselves and appropriate biosecurity behaviors. - Outbreak of violence or serious deterioration of the security environment in targeted areas 	<ul style="list-style-type: none"> - Local and national stakeholders show interest and get involved in the project. - There are sufficient economic and human resources available for the project implementation. - Different crisis scenarios are simulated to determine what would be the effect of possible recovery policies. - There is a sustained demand for PPE. - There is local interest from MSMEs and community-based organizations to participate in the project. - Materials are sourced from local suppliers and local labor is hired. - People prioritize their health through the use and appropriation of PPE. - Security in targeted areas will not have an adverse impact on project implementation

Stakeholder Engagement

The project focuses on vulnerable population, with emphasis on migrants, women, Afro-descendants, indigenous and young people. To achieve the permanence and motivation of the target population, the following activities are planned:

- Socializations with the population to guarantee total clarity about the scope and objectives of the project, avoid false expectations and communication problems.
- Spontaneous visits by the national or local team to verify compliance with the activities and commitments acquired with the target population.
- Permanent follow-up meetings with the teams in the field to guarantee that they have all the tools available to guarantee compliance with the agreements with the population.
- Focus groups with beneficiaries to identify successes and failures, adjust and improve the intervention.

Cross-cutting issue integration

Youth, Gender and LBGTI	<ul style="list-style-type: none"> - The response and recovery policies and strategies will include a strong gender and youth focus. - PPE distribution channels' will be strengthened through a marketplace and communication strategy, and in partnership with small stores, specifically family and female-owned stores. - Regarding the Cash for Productivity Strategy, the gender-based approach will focus on: 1) having at least 50 percent of the skilled and unskilled job positions available for women and LBGTI community members; and 2) allowing flexible working hours so individuals with care responsibilities are encouraged to apply. - The selection of MSMEs with the business associations and alliances will prioritize those companies led by women, youth, migrants and LBGTI individuals.
Environment	<ul style="list-style-type: none"> - The response and recovery policies and strategies will promote environmentally sound and sustainable recovery processes. - The material being used to produce PPE will balance device specific needs and plastic recycling opportunities. - The Cash for Productivity Strategy will focus its efforts on implementing community initiatives, particularly environment-related and impactful activities like reforestation, ecological restoration, and unclogging water sources, in order to contribute to the national and local targets on climate change mitigation and adaptation.
Ethnic minorities	<ul style="list-style-type: none"> - The response and recovery policies and strategies will include an ethnic focus. - The community-based organizations will include artisans, indigenous groups and Afro-Colombians, and will be encouraged to foster customization and distribution of PPE.
Digital technologies	<ul style="list-style-type: none"> - In order to help build the local value chains and identify community aspirations and needs, a platform will be designed and implemented, using peer to peer research to map the MSME ecosystem, the value chain, and the benefited communities. This platform will also map where PPE is being distributed and will identify communities' needs and uses of protective devices. - The technical assistance route for SMEs will focus on the adoption of digital technologies to support: 1) business processes in marketing and sales; and 2) the development of skills to adapt the new socioeconomic reality.

	<ul style="list-style-type: none"> - Due to COVID-19, the supervision and monitoring of the strategy's implementation will be partially remote. To enhance these tasks, community-based organizations will be introduced and trained to use appropriate communication platforms and apps.
Private sector/local partner engagement	<ul style="list-style-type: none"> - The response and recovery policies and strategies include a capacity building approach, with significant participation and engagement of local partners. - The project enables private sector engagement and coordinates with local and national financial institutions to improve MSMEs' access to financial services and training. Partnerships with business associations, impact investors, and leading private sector actors, will be a key success factor to: 1) search and select MSME; 2) facilitate financial mechanisms; and 3) catalyze purchase agreements.

South-South and Triangular Cooperation (SSC/TrC)

The project will promote the development of South-South cooperation initiatives, taking as a starting point the knowledge management strategy, the products and systematizations of the actions of the project, facilitating their replicability in other countries. Additionally, the project will participate and promote knowledge sharing experiences with other countries regarding early recovery strategies as a first step towards economic reactivation.

Knowledge Sustainability and Scaling Up

Objective 1 aims to increase national and local governments' data capabilities to inform COVID-19 responses and recovery policies. UNDP works with national and regional government actors to develop evidence-based economic recovery policies through information collection and analysis. UNDP will achieve this objective by improving public actors' capacity to gather and analyse information needed for effective policy development. All of the data that will be generated under this objective will be used as input for the other project objectives and will help ensure that decisions are made based on evidence. In other words, this component will permanently provide information and analysis needed to support MSMEs development and to generate employment for vulnerable populations.

Furthermore, regarding the projects actions to promote sustainability:

- The establishment of national and local multi-stakeholder ecosystems will allow the creation or strengthening of PPEs' value chains. These ecosystems will allow UNDP to leverage local resources and expertise while strengthening local MSMEs and community-based organizations' capacities to design, produce, and distribute PPEs. Additionally, the communication strategy will contribute to sustainability by impacting people's mindset and behaviour regarding the use and acquisition of PPEs, which will also support local ownership of the process and help boost economic reactivation while protecting their health.
- The Cash for Productivity strategy will focus its efforts on implementing community initiatives, and particularly environment-related and impactful activities: reforestation, ecological restoration, unclogging water sources/streams, tree sowing, among others. These activities are relevant for the employment strategy for two main reasons: 1) labor intensiveness and 2) alignment with the Governments national development plan. There is an opportunity for UNDP to establish middle -and possible- long-term alliances with local and national institutions to provide continuity to the Cash for Productivity strategy and employment scheme. Additionally, the capacity building process for both individuals and Community Based Organizations will allow them to acquire additional tools, skills and methodologies thus increasing their chances of participating in further development projects and initiatives, either as individuals or collectively.
- Lastly, the project will transfer tools to micro, small and medium-sized businesses to reactivate their business, increase their productivity and expand access to local or international markets.

Their inclusive value chains will enhance the possibility to link populations in poverty and vulnerability as a key driver to strengthen their business unit. The ecosystem created will generate interdependencies between impact investors, inclusive businesses and lead companies resulting in greater shared value through the private sector. The lessons learned throughout the project will be condensed into handbooks (mainly virtual) that will be distributed to scale the project to other regions of the country and economic sectors. The knowledge management will be used as guidelines to replicate the reactivation models.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project has identified the following elements to guarantee efficiency and effectiveness in costs and in the management of resources:

- UNDP experience and know-how in the implementation of early recovery strategies. The previous experience and the proven methodologies will save time and knowledge, in order to give a more efficient destination to the available resources.
- Knowledge and experience in the use of operational and execution mechanisms. UNDP has significant experience in the execution of resources, which has allowed them to know and use efficiently and effectively the different operational and administrative mechanisms of the organization.
- Articulation and alliances with other projects. The Project articulates with projects and areas within UNDP that have developed the proposed activities in the ToC, in order to improve cost-effectiveness. In this sense, activities will be carried out in coordination and alliance with projects from all program areas.
- Administrative capacity and suitability of UNDP. UNDP has the capacity and expertise to guarantee administrative and contracting processes that guarantee due competence, impartiality and efficiency in the execution of resources.

Project Management

The project staff will be located in the UNDP offices in Bogotá. It is planned to have local staff hired by UNDP for the implementation of local activities. Regarding the geographical focalization, the first step will occur in the very beginning of the program, within the first two months. The focalization will be based on criteria (characteristics of the territories, population and USAID/UNDP's previous presence in Colombian municipalities) that USAID and UNDP determine in order to identify vulnerable hotspots (population and territory). Once the program develops its first results, there will be an opportunity to evaluate the relevance of the targeting process depending on the country context. The identification of vulnerable hotspots can be recalibrated every time UNDP and USAID determine it is necessary.

Financial

The project will start upon the receive of the contribution destined for its funding. The project will be financed by USAID. All the project funds will be administered according to UNDP financial rules and regulations

General Management Support services

In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the Contribution shall be charged a fee of at least 8%. Furthermore, as long as they are unequivocally linked to the Project, all direct

costs of implementation, including the costs of Implementing Partner, will be identified in the [Programme/Project] budget against a relevant budget line and borne by the [Programme/Project] accordingly.

Equipment

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

End of Project

This project may be terminated: 1) at the end of the provided length, and any given notice had been given; 2) all of the objectives were achieved; 3) Unexpected reasons or fortuitous event

Auditing

The Contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the Contribution, such information shall be made available to the Donor by the country office.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: 3: TECHNICAL ASSISTANCE FOR THE ACCELERATION OF THE SDGS CATALITIC Result 3.1 The national government and territorial entities strengthen their capacities to accelerate the 2030 Agenda and the SDGs with the support of the UN Country Team to the efforts of the State.								
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Result 3.1 The national government and territorial entities strengthen their capacities to accelerate the 2030 Agenda and the SDGs								
Applicable Output(s) from the UNDP Strategic Plan: 1. Eradicate poverty in all its forms and dimensions								
Project title and Atlas Project Number: XXXXXX								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
<i>Output 1. Increased capabilities for designing and implementing response and recovery policies.</i>	1.1 ·Number of information sets and simulations	<i>M&E tools of the project</i>	0	2020	1	2	3	<i>M&E tools and strategy – No relevant risks identified</i>
	1.2 Number of platforms with dashboards designed		0	2020	0	1	1	
	1.3 Number of Policy responses jointly built with GOC institutions and with regional and local governments		0	2020	1	1	2	
<i>Output 2. Strengthened value chains for the design, production, and distribution of PPES</i>	2.1 Number of PPEs produced, sold or distributed by MSMEs and community-based organizations to the most vulnerable communities.		0	2020	160.000	300.000	460.000	
	2.2 Number of local MSMEs and community-based organizations trained or technically assisted (entrepreneurial, innovations skills, design/production of PPEs)		0	2020	8	12	20	
	2.3 Number of direct and indirect jobs created or maintained within the MSMEs and/or through PPEs value chains		0	2020	120	180	300	
<i>Output 3. Increased employability in targeted areas through labor certification and training</i>	3.1 Number of vulnerable workers hired		0	2020	544	1056	1600	
	3.2 Number of vulnerable workers trained and certified		0	2020	544	1056	1600	
	3.3 Number of Community Based Organizations technically and administratively strengthened		0	2020	8	16	24	
<i>Output 4. Increased MSMEs productivity and revenue by strengthening business and management capabilities.</i>	4.1 Number of MSME with increase of sales	0	2020	300	400	700		
	4.2 Number MSME strengthened in administrative, commercial and financial areas.	0	2020	750	750	1500		
	4.3 Number of MSME with capital leveraged from financing mechanisms	0	2020	300	300	600		

VI. MONITORING AND EVALUATION

Monitoring Activity	Purpose	Frequency	Expected Action
Annual Work Plan	An Annual Work Plan will be developed in consultation with USAID, counterparts, and implementation partners. Annual Work Plans (in English) will be submitted to USAID/Colombia for review and approval.	Annually	Planning of the activities will be used for achieving expected results
Monitoring, Evaluation and Learning (MEL) Plan	The project will be monitored through a comprehensive Monitoring, Evaluation and Learning (MEL) Plan before major implementation actions begin.	Annually	Planning of the activities will be used for achieving expected results
Programmatic progress report	Progress data will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Bi-annual	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Bi-annual	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Annual Project Report	Annual progress report will be presented, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Evaluation	NA	SE no. 1	3 – 3.1	Q2 - 2022	USAID	USD 120.000

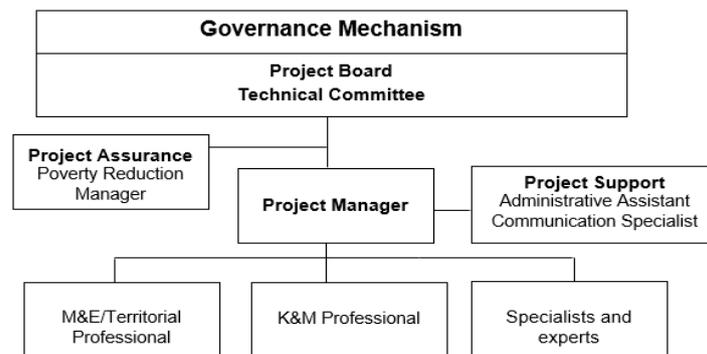
VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1. Increased capabilities for designing and implementing response and recovery policies. <i>GEN1 Limited contribution to gender equality</i>	1.1 Response and recovery policies	\$686.864	\$ 294.370	UNDP	USAID	Local consultants Travel Workshops	\$ 981.235
	Sub-Total for Output 1						\$ 981.235
Output 2. Strengthened value chains for the design, production, and distribution of PPES <i>GEN1 Limited contribution to gender equality</i>	2.1 Local value chains for PPEs.	\$ 1.310.901	\$ 561.815	UNDP	USAID	Local consultants Travel Workshops Grants	\$ 1.872.716
	Sub-Total for Output 2						\$ 1.872.716
Output 3: Increased employability in targeted areas through labour certification and training <i>GEN2 Gender equality as a significant objective</i>	3.1 Employability for vulnerable households	\$ 2.019.166	\$ 865.357	UNDP	USAID	Local consultants Travel Workshops Grants	\$ 2.884.523
	Sub-Total for Output 3						\$ 2.884.523
Output 4. Increased MSMEs productivity and revenue by strengthening business and management capabilities. <i>GEN2 Gender equality as a significant objective</i>	4.1 MSME productivity and revenue	\$ 2.334.920	\$1.000.680	UNDP	USAID	Local consultants Travel Workshops Grants	\$ 3.335.601
	Sub-Total for Output 3						\$ 3.335.601
SUBTOTAL							\$ 9.074.074
General Management Support (8%)							\$ 725.926
TOTAL							\$ 9.800.000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP Colombia will carry out the activities required to achieve the expected results and will maintain a permanent dialogue with USAID throughout the duration of the project. To achieve this the project will have the following coordination schemes:

- **Project Board:** will be comprised of UNDP and USAID director level representatives in Colombia. This Board will be responsible for making strategic decisions and recommend strategies and actions for achieving expected results. Project Board decisions should be made in accordance with standards that shall ensure management for development results, cost efficiency, fairness, integrity, transparency and effective international competition. This project will approve an Annual Work Plan (AWP) and monitor its progress. The project board will meet at least once during the year.
- **Technical Committee:** will be constituted by UNDP and USAID technical representatives in Colombia. This committee will be responsible for making strategic as well as operational decisions and will assure appropriate project management milestones are managed and completed. The committee will meet on a quarterly basis.



The project core team composition will be as follows:

- **Project Manager.** Responsible for day-to-day management and decision-making for the project in coordination with national, regional and local counterparts.
- **Knowledge Management Professional.** Responsible for knowledge management activities and strategies, and construction of methodologies and toolkits.
- **Monitoring and Evaluation/Territorial Professional.** Monitoring and evaluation of the project at the national and local level, development of instruments and tools, reports and liaison with territories.
- **Support.** Administrative Assistant and Communications specialist.
- **Specialists, experts and component leads.** Specific specialists and experts for the implementation of the project in its 4 components

IX. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]³ [UNDP funds received pursuant to the Project Document]⁴ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

³ To be used where UNDP is the Implementing Partner

⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**



USAID | COLOMBIA

FROM THE AMERICAN PEOPLE

December 15, 2020

Alejandro Pacheco
Deputy Resident Representative
United Nations Development Programme
Calle 84a #10-50
Bogotá, Colombia

Subject: Agreement No. 72051421IO00001

Dear Mr. Pacheco:

Under the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby awards the USAID/Colombia “Reactive-Action Program” to the United Nations Development Programme (UNDP or Awardee), the total estimated amount of \$9,800,000 to support socioeconomic reactivation during Colombia’s COVID-19 recovery by increasing worker incomes and MSME revenues as described in Attachment 1 (the Schedule) of this Agreement and in Attachment 2 (the Program Description).

This Agreement is effective, and obligation is made as of the date found in Attachment 1, Section 2.1 and will apply to expenditures made by the Awardee in furtherance of program objectives during the period of performance indicated in the Agreement

This Agreement is made with the Awardee on the condition that the funds are administered in accordance with the terms and conditions as set forth in Attachment 1 (the Schedule); Attachment 2 (the Program Description); and Attachment 3 (the Standard Provisions); all of which have been agreed to by your organization.

Please sign this letter with an original signature to acknowledge your receipt of the Agreement, and return the original to me at rpearson@usaid.gov.

Sincerely,

R. Clark Pearson
Agreement Officer

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

Agreement 720514211000001

ACKNOWLEDGED AND ACCEPTED (UNDP):

BY: Alejandro Pacheco

TITLE: Deputy Resident Representative

DATE: December 28th, 2020

AP



Agreement 720514211000001

FISCAL DATA

A. GENERAL

1. Total obligated amount: \$6,090,499
2. Total estimated amount: \$9,800,000
3. Letter of Credit No.: HHS17A8P
4. DUNS number: 645521498

B. SPECIFIC

Account ID 1

Funding: ESF
FY: 2019/2020
Amount: \$6,090,499
Prog Element: PS.6.1

C. PAYMENT OFFICE

U.S. Agency for International Development
M/CFO/CMP - LOC Unit
1300 Pennsylvania Ave., NW
SA-44, Room 430-J
Washington, DC 20523-7700

loc@usaid.gov

D. RECIPIENT INFORMATION

United Nations Development Programme
Letter of Credit No.: HHS17A8P
DUNS number: 645521498

Recipient Mailing Address:

Calle 84a #10-50
Bogotá, Colombia

The Recipient's representative for this Agreement is:

Alejandro Pacheco
Deputy Resident Representative
United Nations Development Programme
Calle 84a #10-50
Bogotá, Colombia

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ATTACHMENT 1 –SCHEDULE

1. PURPOSE OF AGREEMENT

The purpose of this Agreement is to support socioeconomic reactivation during Colombia’s COVID-19 recovery by increasing worker incomes and MSME revenues. The activity will increase national, regional and local governments’ capabilities for designing and implementing response and recovery policies, increase employability in targeted areas through labor certification and training, increase MSMEs productivity by strengthening business and management capabilities through more efficient and effective use of resources.

2. PERIOD OF AGREEMENT

1. The effective date of this Agreement is **December 21, 2020**. The expiration date of this Agreement is **December 20, 2022**.
2. Funds obligated hereunder are available for program expenditures for the estimated period of performance.

3. AMOUNT OF AGREEMENT AND PAYMENT

1. The total estimated amount of this Agreement for the period shown in 2.1 above is \$9,800,000
2. USAID hereby obligates the amount of \$6,090,499 for activity expenditures according to the budget below.
3. Payment will be made to the Awardee in accordance with the procedures set forth in the provision entitled Payment (Letter of Credit), under Attachment 3 (Standard Provisions).
4. Additional funds up to the total amount of the Agreement shown in 3.1. above may be obligated by USAID subject to the availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Standard Provision of the Agreement entitled "Agreement Budget Limitations and Revisions."

4. AGREEMENT BUDGET

The following is the Agreement Budget. Revisions to this budget must be made in accordance with “Agreement Budget Limitations and Budget Revisions” (August 2018) as part of the Standard Provisions.

SUMMARY BUDGET	Total
Total Direct Charges	\$ 8,828,810
Total Indirect Charges	\$ 971,190
TOTAL	\$ 9,800,000

5. SPECIAL PROVISIONS

5.1 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for this Activity is 937. The cooperating country 514 (Colombia) is an eligible source in accordance with the 22 CFR 228.

5.2 REPORTING

a. Certified Donor Reports

The certified donor reports reflect the operational status, budget, income, expenditure and balance, of the contributions provided by individual non-program country donors to other resources. The recipients of these reports are these donors and the relevant UNDP country offices.

Contents

Each report contains the summary and detailed budget, income, expenditure and balance by category of financing, i.e. cost sharing (project level co-financing), trust funds, funds and thematic trust funds (fund level co-financing) for donor.

Information source

The information reflected in these reports is extracted from the UNDP financial statements and the General Ledger, Project and Commitment Control modules of Atlas.

Frequency of reporting

The certified donor reports are provided annually to non-program country donors. While certified donor reports are issued annually, the audit of the financial statements is only every two years. Thus, donors rely on these reports as being produced from financial records that are subject to audit as part of the regular external audit process.

b. Annual Work Plan

An Annual Work Plan will be developed in consultation with USAID, counterparts, and implementation partners. Annual Work Plans (in English) will be submitted to USAID/Colombia for review and approval. The draft Annual Work Plan will be submitted within 90 days of the agreement. Subsequent Annual Work Plans will be submitted 30 days after the end of each fiscal year (Fiscal Year of the United States begins on October 1 and ends on September 30), covering the period from October to September of the following year.

This Annual Work Plan will include:

- The strategy and description of activities that will be used for achieving activity results, including safeguards for conducting tertiary prevention programming and any other special requirement that applies to this project, in accordance with the Special Provisions of the agreement.
- A timeline for the planned achievement of milestones and outputs.
- Individual long-term and short-term technical assistance tasks.
- A schedule for commodity procurements.

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- A schedule and benchmarks for training plans.
 - Expected targets based on indicators as per the monitoring and evaluation plan.
 - A management plan.
 - A training plan.
 - Financial and pipeline analysis for the final year.
- c. Monitoring, Evaluation and Learning (MEL) Plan
- A Monitoring, Evaluation and Learning Plan (MEL) will be submitted to USAID/Colombia within 90 days after the agreement is signed. The M&E Plan will follow the guidelines described in the Monitoring and Evaluation Section in Attachment 2.
- d. Programmatic Reports
- UNDP will submit donor reports electronically (in English) to USAID Colombia. The dates of submission will be jointly agreed as part of the Annual Work Plan.

[END OF ATTACHMENT 1 – SCHEDULE]

ATTACHMENT 2- PROGRAM DESCRIPTION

I. CONTEXT ANALYSIS

The COVID-19 pandemic and other unexpected shocks have impacted the health and socio-economic aspects of global development. To help address and mitigate the impact of COVID-19 in Colombia, the United Nations Development Program (UNDP) has supported the National Health Institute to improve sample processing, complemented vulnerability GIS data with mobility data, and performed a socioeconomic impact analysis. UNDP is keenly aware of the dichotomy between saving lives and livelihoods that has emerged with this pandemic.

The negative effects of COVID-19 on the economy can already be seen in Colombia. Colombia's gross domestic product (GDP) growth rate fell from 1.1 percent in April 2020 to -15.7 percent in June 2020. By August, 2.4 million Colombian workers, 39 percent men and 61 percent women, had lost their jobs. Colombia's unemployment rate also increased from 10.8 percent in August 2019 to 16.8 percent in August 2020, the highest unemployment rate in Colombia since 1999. The latest forecast from Colombia's Ministry of Finance reveals that the country will experience the most significant GDP decline in its history, decreasing by 5.5 percent.

Colombia's decline in GDP growth and increase in unemployment will worsen existing socio-economic gaps and will most severely affect vulnerable populations such as migrants, women, youth, and indigenous communities. At the local level, the regions with pre-existing social problems, such as a history of conflict, will be most affected by COVID-19's impact on the economy. Colombia's economic decline will also increase poverty and inequality rates. For example, if Colombia's employed population's income decreases by 25 percent, the country's monetary poverty will increase from 27 to 37 percent. In this scenario, extreme monetary poverty would also increase from 7.2 to 10.7 percent, and the Gini coefficient could increase between 1.5 and 2.5 percent in 2020.

UNDP identified that over 43 percent of women, 43 percent of youth, and 55 percent of migrants are employed in highly vulnerable economic sectors, such as tourism. The data reveals that Colombia will suffer a setback of 10-15 years in social and economic terms, and this setback will have a more severe impact on women, youth and migrants. Therefore, development donors need to promote strategies to support governmental efforts to "leave no one behind", and to adapt and scale up best policy practices identified throughout the coming year.

This activity will enable socioeconomic reactivation by supporting:

- Livelihoods stabilization for individuals and communities affected by the COVID-19 economic crisis or other unexpected shocks by ensuring that relief, recovery, and development are addressed simultaneously.
- Local economic recovery for jobs and employment in the mid- and long-term, with an emphasis on the strengthening of micro, small- and medium-sized enterprises (MSMEs) for income generation opportunities.

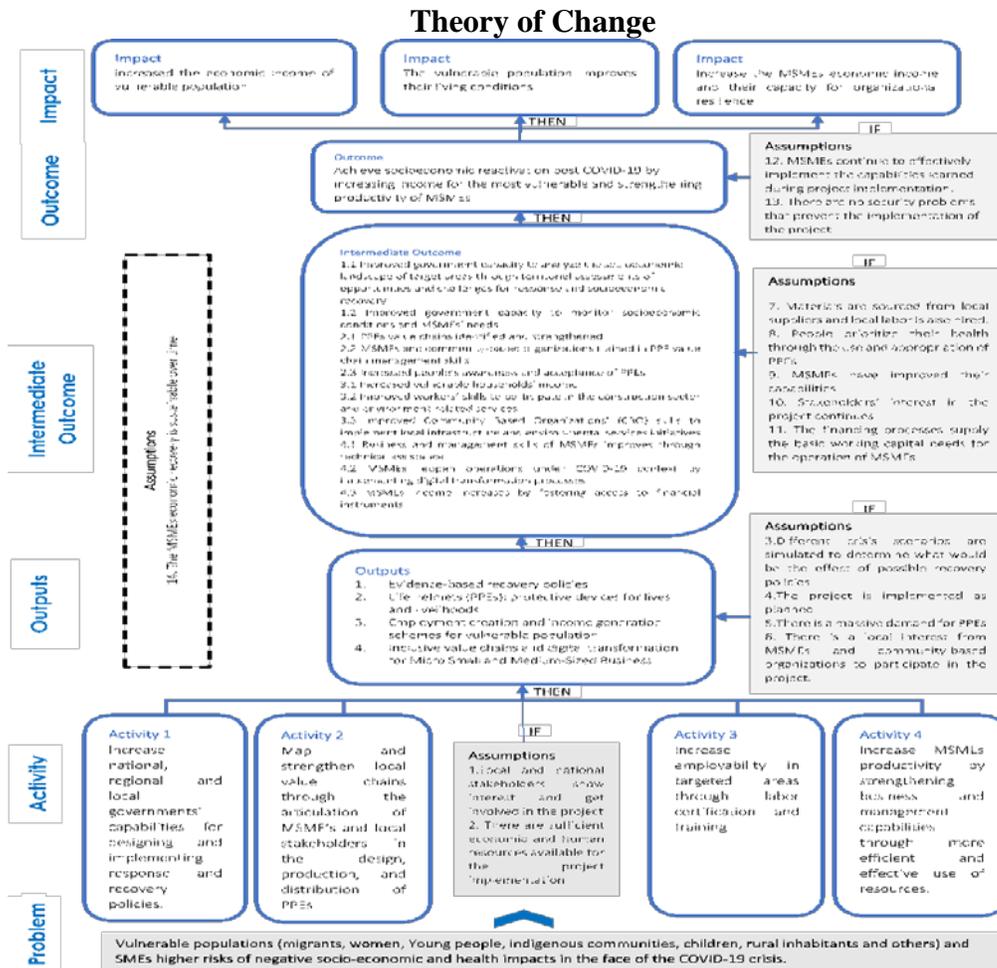
- Inclusive economic growth by strengthening regional and national government capabilities to address current and future crises and to build territorial resilience to cope with future economic shocks.

II. IMPACT AND OBJECTIVES

A. General Objective

Purpose: Support socioeconomic reactivation during Colombia’s recovery from COVID-19 and other unanticipated shocks by increasing worker incomes and MSME revenues.

Development Hypothesis: IF the government’s data capabilities for COVID-19 economic response and recovery policies are strengthened, and worker employability and MSME productivity are improved, notably through PPE production, THEN workers and MSMEs affected by the economic crisis will increase their incomes.



B. Specific Objectives

The Project intends to:

1. Increase national, regional and local governments' capabilities for designing and implementing response and recovery policies.
2. Map and strengthen local value chains through the integration of MSME's and local stakeholders in the design, production, and distribution of PPES.
3. Increase employability in targeted areas through labor certification and training.
4. Increase MSMEs productivity by strengthening business and management capabilities through more efficient and effective use of resources.

C. Components

1. Evidence-based recovery policies

UNDP supports national, regional and local authorities in developing evidence-based recovery policies. Leveraging UNDP's recent initiatives, this component seeks to improve public policy making capabilities, specifically related to the collection and analysis of information for the policy making process, in order to inform better recovery responses. To this end, in the last three months, UNDP has supported the National Administrative Department of Statistics (DANE) in the design of a vulnerability viewer, a tool to identify the areas with the greatest risk from COVID-19 in Colombia. Also, UNDP supported the National Planning Department (DNP) to make an analysis of socio-economic impacts of the COVID-19 crisis. At the local level, UNDP supported the development of a hypothetical analysis of public policy priorities for the city of Bogotá to close gaps in SDG in the face of the current crisis.

For this program, UNDP proposes to scale-up its quantitative and qualitative methodologies to identify impacts of the crisis across different vulnerable populations and economic sectors. Using novel machine learning, data mining and data analytics methodologies, we will simulate different crisis scenarios to identify potential impacts of different recovery policies.

UNDP has oriented a large part of its action to territorial work, for which it designed an approach based on institutional and civil society capacity building, social inclusion and coordination with national public policies. In consequence, UNDP has a strong network of seven field offices with coverage in 17 departments with professionals that have established trusting relationships with the local community, and the public and private sector. UNDP will build upon these pre-existing relationships to engage local stakeholders with deep knowledge and expertise in their own territories as well as an understanding of the local economic, social and political dynamics, in order to design evidence-based recovery policies responsive to local realities.

The data generated in component one will be used as input for making evidence-based decisions for the other program components. The first component will periodically and permanently provide information and analysis for the implementation of processes related to supporting MSMEs development and generating employment for vulnerable populations. Furthermore, these methodologies and information will be essential to characterize, estimate and evaluate the results and impacts of the other three components described below.

Activities to be carried out:

- a. Work with a multidisciplinary team from UNDP to support the national and local government to better articulate and strengthen their current response policies.
- b. Identify and run simulation models that will help to understand different socioeconomic dynamics and poverty transitions.
- c. Calculate the productive sector vulnerability index to know which economic sectors are most at risk of job losses in the face of the crisis and which sectors will see employment growth, coupled with predictive employment models.
- d. Build profiles for skills negatively affected in the short and medium term, as well as for those that will be most widely demanded, and propose strategies for job retraining.
- e. Identify the needs of SMEs for economic recovery, productivity growth and reconversion opportunities to access markets in the context of a “new normal,” through the strengthening of public information systems and the gathering of primary and secondary information.
- f. Create an interactive and sustainable platform where indicators, simulations and policies gathered in this component can be monitored in the early recovery timeline. The platform will be embedded on the UNDP website for it to develop and enrich from the project itself. Afterward, the platform will be transferred to an institutional actor like the DNP or DANE, along with a knowledge management and exchange strategy that guarantees its sustainability and scalability once the UNDP intervention is no longer in action.
- g. Create Monitoring, Evaluation and Learning framework to follow-up on the progress of the early recovery program.
- h. Identify new solutions based on the data collected from monitoring the other three components.

Geographical focalization and target population

This component is an iterative process of targeting, monitoring and evaluation. The first step will occur in the very beginning of the program, within the first two months. The focalization will be based on criteria (characteristics of the territories, population and USAID/UNDP’s previous presence in Colombian municipalities) that USAID and UNDP determine in order to identify vulnerable hotspots (population and territory). The idea is to leave room for flexibility to target populations and territories.

Once the program develops its first results, there will be an opportunity to evaluate the relevance of the targeting process depending on the country context. The identification of vulnerable hotspots can be recalibrated every time UNDP and USAID determine it is necessary.

Expected results and deliverables

Objective: Increase national, regional and local governments’ capabilities for designing and implementing response and recovery policies.

Intermediate results (IR) and activities:

1.1 Improved government capacity to analyze the socioeconomic landscape of target areas through territorial assessments of opportunities and challenges for response and socioeconomic recovery

Planned actions:

- Collect primary and secondary data concerning socioeconomic conditions (health, poverty and labor market) and MSMEs' needs
- Process and analyze data collected.
- Transfer capacity to governments to use the information generated for designing response and recovery strategies and policies.

Indicators:

- Number of information sets and simulations that enable participatory policy discussions by different sectors and actors to drive policy. Even though COVID isolation measures are starting to be more flexible, digital channels are proposed in order to develop participatory policy discussions.
- Knowledge transfer workshops aimed at increasing government capacity to use the information generated for designing response and recovery strategies and policies.

1.2 Improved government capacity to monitor socioeconomic conditions and MSMEs' needs.

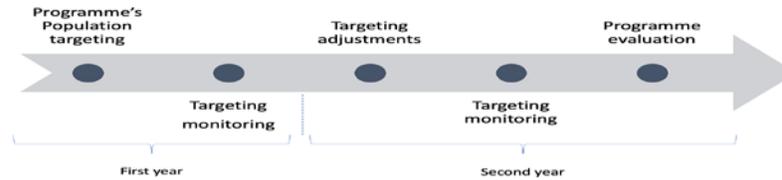
Planned actions:

- Design a platform with dashboards to monitor the above-mentioned indicators.
- Perform simulations of different socioeconomic scenarios.
- Transfer capacity to governments to implement the monitoring system through the platform designed in the early recovery period.

Indicators:

- Policy responses jointly built with GOC institutions and with regional and local governments to stimulate market opportunities by MSMEs and people at risk of being left behind.
- A platform with dashboards designed to monitor indicators, simulations, and policies throughout the early recovery period.
- Other deliverables requested by the GOC related to information needed in the recovery process.

Expected timeline



Sustainability

This component's sustainability strategy is based on an articulated work between UNDP and GOC institutions and regional/local governments during the implementation process. In this way, UNDP will guarantee that the institutional partners can strengthen their capacities and scale up the best initiatives in other contexts. Likewise, UNDP will transfer the generated information to be used in public policy decisions. Furthermore, the methodologies, models, tools (for instance, the platform to monitor indicators, simulations, and policies) will be transferred to strategic institutional partners to be used in the middle and long term.

2. Life helmets (PPEs): Protective devices for lives and livelihoods

Maintaining physical distance while enabling economic activation is what UNDP Colombia focused on early in the COVID crisis. Coronavirus infection happens when a contaminated particle comes in contact with the eyes, nose, or mouth of a non-infected person. Contamination occurs when infected droplets expelled by another person reach our face, or when our own hands come in contact with our face after having touched a surface with contaminated particles. The Personal Protective Equipment (PPEs) being used for protection from COVID is the equipment that is commonly worn by healthcare personnel for their daily protection to minimize exposure to contagions. Together with the use of the protective equipment, COVID has required the use of other biosecurity protocols and products such as alcohol and gel. PPEs and biosecurity protocol products are essential for the protection of citizens' health and could allow countries to reactivate their economies if self-protection awareness and hygiene habits are promoted along with the use of proper PPEs.

Production and distribution of proper PPEs is currently taking place in Bogotá. The current challenge is to produce and distribute PPEs in smaller cities, rural areas and left behind territories. Not every PPE is valid or sufficient to protect citizens. In Colombia, UNDP sees the production and distribution of PPEs as an opportunity to recover economic sectors and activate SMEs through the design, production, and distribution of PPEs locally.

Strengthening existing face shields (PPEs) industrial value chains

UNDP Colombia, together with a network of "unusual" allies - Vice-presidency of Colombia, Colombian Industrial Association, Makers Community, and EAN University - launched the "Life Helmets Challenge." The challenge activated the collective intelligence

of citizens, created awareness of the risk of cross contamination, and searched for a design that blocked the access of hands to eyes, nose, and mouth.

The challenge and the multi-actor platform allowed MSMEs to reactivate their production and value chains through the design, production, certification, and distribution of secured face shields. Every day more MSMEs are contacting UNDP to be part of the platform and produce their own PPEs. Although the extent of impact is not yet certain, we have seen how the four SMEs that started the process are now producing and distributing secured face shields. Based on market research, we have estimated that there is a capacity to sell 120.000 secured face shields in approximately three months, hence, the 460.000 proposed face shields could be sold in about ten months. This calculation is possible if and only if, the capacity for designing, producing and distributing PPEs is already set in place. UNDP is supervising the designs to ensure they fulfill technical requirements, a certification process to endorse proper health protection devices is being developed, and distribution channels are being activated.

The value chains activated by the production of PPEs could be strengthened with the acceleration of the certification process and increased demand of current devices. UNDP aims to finance certification for current PPEs, allowing the current producers to focus its resources on R&D and production. Uncertainty surrounding the current COVID situation makes new companies doubt the PPEs profitability. Still, if massive demand is evidenced and certification becomes a requirement, a new market scenario would accelerate the production and distribution of Life Helmets and PPEs.

Leveraging “Life Helmets” strategy to activate PPEs local value chains

“Life Helmets” strategy, model and network could be replicated to help solve other development challenges. This replica could happen in other countries or territories (e.g., Peru has implemented part of our strategy to build its own Life Helmets model). The model could include looking for ideas, designs, production, value chain creation, and distribution of PPEs locally. An initial scaling of the model is proposed in four cities and surrounding areas (to be defined by component 1).

UNDP’s role would be to replicate the strategy implemented in the “Life Helmets” challenge, identifying local partners to activate or strengthen local ecosystems and value chains for PPE production and distribution. National partners, such as the Vice-Presidency, National Health Institute, Icontec or Invima, must be included in the process to reinforce local ecosystems and ensure the strategy’s scalability.

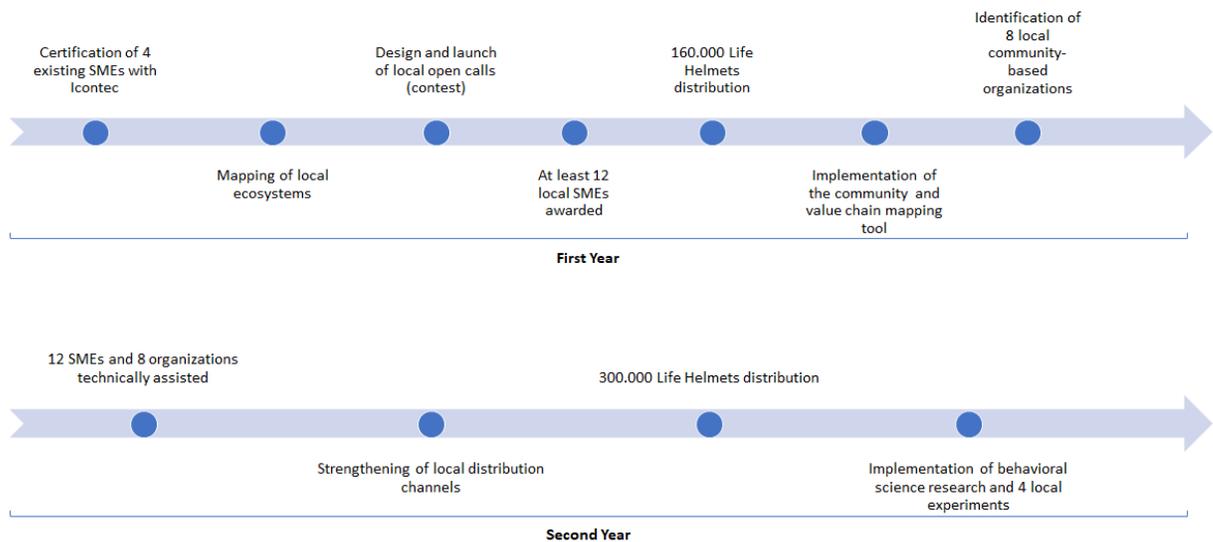
Through an open call (contest), two or three MSMEs will be identified per region that meet the criteria to design, produce and distribute PPEs. The selected MSMEs will receive technical assistance to properly structure their local value chains and enable an environment for sustainable livelihoods. Additionally, the local value chains will be strengthened through the inclusion of artisans, indigenous groups, and vulnerable communities in the customization and distribution of PPEs. Technical assistance to local MSMEs and community-based organizations will be linked to component 4. Product, value chain and business models will be analyzed, and assessments will be done to strengthen current MSMEs strategies to distribute relevant PPEs to citizens and rural communities.

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Distribution channels will be strengthened by working directly with small stores and by building a marketplace and communication strategy. The project will identify small stores, particularly ones owned by families and female headed households, and deliver an initial stock of accessibly priced Life Helmets/PPE for them to distribute. They will also be provided with a “Do it Yourself” PPE kit developed by the Maker Community which will allow store owners to increase their margin on PPE by cutting the plastic material, assembling and distributing the PPE devices locally.

Concurrently, a digital platform will be designed and implemented to help build the local value chains and identify community aspirations and needs. The project will use peer to peer research to map the MSME ecosystem, the value chain and the benefited communities. The platform will also map where the PPEs are being distributed and will identify communities' needs and uses of protective devices. Furthermore, through research and experiments, the project will measure changes in people's awareness and self-protection behaviors and the results will also be mapped in the platform. With the help of the local and interconnected network, UNDP enables MSMEs and local organizations to adapt to the new market, comply with biosecurity protocols, create new and local business models, and to find new channels for distribution.

Expected timeline



Expected results and deliverables

Objective: Map and strengthen local value chains through the articulation of MSME’s and local stakeholders in the design, production, and distribution of PPES.

Intermediate results (IR) and activities:

2.1. PPEs value chains identified and strengthened

Planned actions:

- Activate or strengthen local productive ecosystems and value chains for PPE production and distribution.
- Open call (contest) to identify MSMEs in each targeted area that meet the criteria to design, produce and distribute PPEs.
- Value chains are mapped to identify weak points and design an intervention that results in the strengthening of the value chain.
- Peer-to-peer platform designed and implemented to identify community aspirations and needs and map where the PPEs are distributed.

Indicators:

- 460.000 PPEs produced, sold and distributed by MSMEs and community-based organizations to the most vulnerable communities.
- 4 certified MSMEs producing and distributing PPEs nationally or exporting to Latin America.
- 1 digital community and value chain mapping tool designed and implemented.

2.2. MSMEs and community-based organizations trained in PPE value chain management skills.

Planned actions:

- Local MSMEs technically assisted to identify or strengthen PPE production value chains and allow a sustainable livelihood environment.
- Product, value chain and business models analyzed to strengthen current MSMEs strategy to distribute relevant PPEs to citizens and rural communities.
- Enable short-term PPEs production and distribution in order to protect local communities and MSMEs employees.

Indicators:

- At least 12 local MSMEs design, produce, and distribute PPEs in local markets and are incentivized to scale their market.
- At least 12 local MSMEs trained in entrepreneurial and innovations skills.
- At least 8 local organizations from vulnerable communities trained and provided technical assistance in producing and providing adequate and secure PPEs to local MSMEs.
- At least 300 direct and indirect jobs created or maintained within the MSMEs and/or through PPEs value chains.

2.3. Increased awareness and acceptance of PPEs

Planned actions:

- Marketplace and communication strategy built to increase people's acceptance of the benefits of acquiring secure PPEs.
- Research and experiments carried out to test and measure changes in people's awareness and self-protection behaviors.

Indicators:

- 1 communication strategy launched.
- 4 behavioral science experiments designed and tested.

Sustainability

This component's sustainability strategy is based on the establishment of national and local multi-stakeholder ecosystems that allow the creation or strengthening of PPEs' value chains. These ecosystems will allow UNDP to leverage local resources and expertise while strengthening local MSMES and community-based organizations' capacities to design, produce, and distribute PPEs. Additionally, the communication strategy will contribute to sustainability by impacting people's mindset and behavior regarding the use and acquisition of PPEs, which will also support local ownership of the process and help boost economic reactivation while protecting their health.

3. Employment creation and income generation schemes for vulnerable population

The Cash for Productivity strategy will create temporary job positions to implement “community initiatives” in areas most socially and economically impacted by the COVID-19 pandemic and other unanticipated shocks. The intervention seeks to swiftly increase vulnerable population’s¹ income and provide job opportunities for workers, preventing them from falling into poverty or lifting them out of it.

The strategy has the following guidelines: (I) Inclusive participation: the community collectively identifies its priorities (i.e. neighborhood improvement initiatives) which are later implemented through local organizations. (II) Job Creation: employment with social security coverage (i.e. health and pension schemes) for up to three (3) months. (III) Local Economic Strengthening: materials are procured from local suppliers and the workforce is locally hired. (IV) Gender-based approach: at least 50% of the available job positions must be performed by women; flexible working hour arrangements will be available for individuals engaged in care activities. (V) Strengthening Community Based Organizations - CBOs by including (i.e. hiring) technical personnel to its workforce and providing CBOs with administrative, financial and technical tools for the implementation process. (VI) Certified technical training for the workforce: based on labor market analysis and the identification of labor skills relevant for vulnerable workers in the current environment.

¹ i.e. informal workers, women victims of the conflict or of gender-based violence, unemployed youth, Venezuelan migrant population. In the context of Bogotá: Vulnerable population 33%; Labor informality 41%; Income poverty 1 million; Gini 0.504; Vulnerable population Cali 37%; Labor informality 49%; income poverty 396 thousand; Gini 0.463. (DANE 2018)

The training process can be implemented in alliance with *Servicio Público de Empleo* and *Cajas de Compensación* as its operative branch; the national training institute – *SENA* will be an additional ally. (VII) In order to contribute to climate change mitigation and adaptation, all implemented initiatives will carry out environmental compensation schemes.

The kickstart for the strategy and pilot project will take place in Bogota D.C and will develop within a period of 6 to 9 months. The project will align with the city’s current development plan along the following strategic lines: a) in a health emergency context, seeks to diminish unemployment rates; b) to foster economic and employment opportunities for women, youth and victims of armed conflict; c) to recover or improve community infrastructure assets and public space; and d) to adapt and mitigate climate change by improving the conditions of the urban ecological structure and environmentally relevant areas of the city. The project will be replicated in other municipalities upon the successful completion of the pilot stage. The municipal selection process will take into account the following criteria: alignment of current Development Plans with the strategy; inter-institutional articulation capacity; proven interest in implementing the model; highest levels of socioeconomic needs, highest economic impact as result of the health emergency, among others.

Expected results and deliverables

Objective: Increased employability through labor certification and training in targeted areas most affected by COVID-19 and other unanticipated shocks.

Intermediate results (IR) and activities:

3.1. Increased income for vulnerable households

Planned actions:

- Temporary paid positions made available
- Enrollment in comprehensive social security schemes (i.e. health, pension, vacations and other social benefits)

Indicators:

- Up to 1600 temporary jobs created
- Up to 1600 workers enrolled in social security schemes

3.2. Workers’ skills improved to participate in the construction sector and environment-related services

Planned actions:

- “Learning by doing” scheme carried out on construction and environmental services

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- Development of certified job skills training related to construction and environmental services

Indicators:

- Up to 1600 vulnerable individuals and workers trained and certified

3.3. Community Based Organizations (CBO) skills for implementing local infrastructure and environmental services initiatives improved

Planned actions:

- Hiring of technical and administrative personnel to support CBOs' on ground implementation
- Strengthening in human and financial resources management

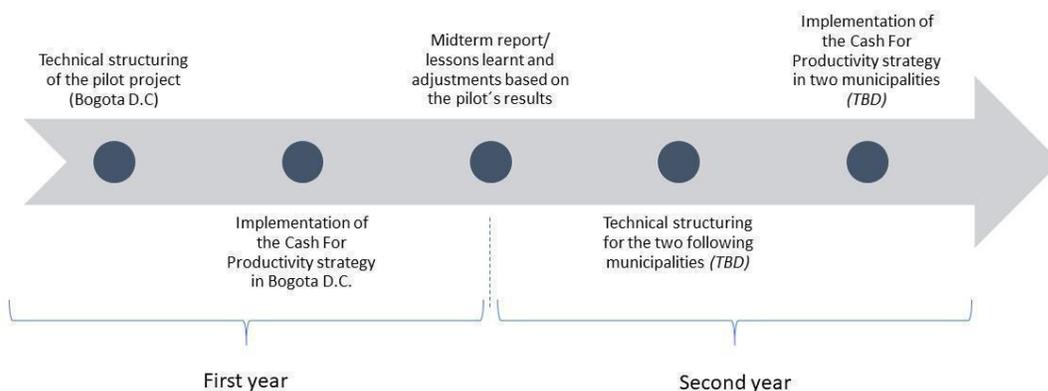
Indicators:

- Up to 48 community initiatives implemented by CBOs
- 24 environmental compensation schemes implemented by CBOs
- 24 strengthened organizations through Low Value Grants - LVG.

Subawards and local partners

Low Value Grants - LVG (i.e. cash concessions) will be signed with up to twenty-four (24) community-based organizations - CBO from the three prioritized municipalities, based on priority programmatic decisions. With UNDP support, CBOs will execute the Cash for Productivity strategy at the local level. Organizations can be selected through open call, direct selection or by promoting the conformation of new CBOs.

Expected timeline



1st Year

1. Technical inspections for Pilot project: Municipality 1 (Bogotá D.C.)
2. Search and selection of up to eight (8) local partners - CBOs
3. Signing of up to eight (8) LVG
4. Implementation of Cash x Productivity components at Municipality 1

5. Presentation/handing over of up to sixteen (16) completed community initiatives at municipality 1 (Bogotá D.C.)
6. Midterm report and evaluation for pilot project

2nd Year

1. Technical inspections for phase 2: Municipalities 1 and 2 (TBD)
2. Selection of up to sixteen (16) local partners - CBOs
3. Signing of up to sixteen (16) LVG
4. Implementation of Cash x Productivity components at Municipalities 1 and 2
5. Presentation/handing over of up to thirty-six (36) completed community initiatives at municipalities 1 and 2 (TBD)
6. Final report and evaluation

Sustainability

The Cash for Productivity strategy will focus its efforts on implementing community initiatives, and particularly environment-related and impactful activities: reforestation, ecological restoration, unclogging water sources/streams, tree sowing, among others. These activities are relevant for the employment strategy for two main reasons: 1) labor intensiveness and 2) alignment with the Governments national development plan. The government has set a goal of planting over 180'000.000² trees by 2022, and in urban contexts such as Bogotá, the expected goal is to plant 800.000³ trees. Hence, national and local employment policies⁴ and programs will focus on achieving these results. This provides an opportunity for UNDP to establish middle -and possible- long-term alliances with local and national institutions to provide continuity to the Cash for Productivity strategy and employment scheme. Additionally, the capacity building process for both individuals and Community Based Organizations will allow them to acquire additional tools, skills and methodologies thus increasing their chances of participating in further development projects and initiatives, either as individuals or collectively.

4. Inclusive value chains and digital transformation for Micro Small and Medium-Sized Business

Amid the COVID-19 crisis and other unanticipated shocks, small and medium-sized companies have been adversely affected by the economic lockdown triggered to prevent the spread of the pandemic disease, especially in cities with high population density. UNDP Colombia proposes to reactivate the economy and support those MSMEs in the territories

² [Is it possible to plant 180 million trees in two years?](#): "...The National Development Plan 2018-2022 established a goal for the four-year period of 301,900 hectares of reforestation. Based on this commitment, the Government estimated the planting of approximately 600 trees per hectare, which translates into a total of 180,000,000 trees at the end of the current period" (El Tiempo 2020)

³ [Bogota's Development Plan 2020 - 2024](#) "Purpose 2: To change our lifestyle habits to make Bogotá greener and to adapt and mitigate the climate crisis - Goal 30: To plant 802,000 trees in urban and rural areas" (Concejo de Bogotá 2020)

⁴ [Colombia seeks to make planting forests an alternative to unemployment](#): "... This proposal has been gaining more validity due to the fact that reforestation and restoration could become a new strategy for generating employment in the post-covid-19 process" (Semana Sostenible 2020)

and economic sectors most affected by the current emergency. Site selection is currently flexible and depends on the vulnerability analysis from component 1 to identify and target vulnerable hotspots in big cities. For different territories, UNDP can work with and complement USAID's network of financial institutions to provide financial services in the area. In this component UNDP will provide technical assistance, digital transformation, blended finance, and microfranchising as potential models to increase MSMEs capacity to adapt to new market trends, survive and thrive. The MSMEs will be selected by prioritizing those led by women, young entrepreneurs, migrants, and informal workers, and will also include vulnerable populations most affected by the pandemic. There is currently no specific vulnerable population targeted for this activity; the focus is conditioned on the vulnerability assessment from component 1.

According to the Ministry of Information and Communication Technologies (2016), 75% of MSME have access to the internet, however, just 36% have web pages, 26% made online purchases and only 8% have a direct sales platform⁵. For this reason, we propose a technical assistance program for MSME that do not have experience in digital service channels and biosecurity practices in their operations.

For micro and small sized enterprises, the program includes practical tips and easy to use interactive webinars to guide entrepreneurs in the use of customizable digital tools; an evaluation of the micro, small or medium-sized enterprises digital capacity to understand specific needs and challenges; one-to-one technical assistance to transform digital practices into 12 business habits that strengthen the business unit; and monitoring and follow-up of the process to meet target goals. Furthermore, UNDP proposes to support the digital transformation of the MSMEs through a digital marketplace to share best practices, connect with customers and potential investors. Mentors will provide coaching services to prepare companies for their e-commerce viability and use of information technologies. Both micro and small enterprises are targeted for the project, but there is flexibility to adapt based upon vulnerability assessment results, taking into account that micro businesses do not create many jobs and therefore a SME focus will provide more opportunities for reactivating local economies. Therefore, the number of jobs created will be a criterion for choosing target enterprises. This proposal will be implemented by UNDP through its technical team, consultants and methodological resources.

The focus of the project is employment which includes both job creation/recovery and maintaining jobs. Priority sectors will be identified through the vulnerability analysis done in Component 1. Recuperating lost jobs is also part of the focus. Recreating jobs will include a process of reskilling people into sectors that have labor shortages or require additional workers due to the current context.

For medium size businesses, UNDP provides two available solutions: (i) a supplier development program and (ii) blended finance schemes. The supplier development program offers businesses the opportunity to improve the competitiveness of their supply chain through the generation of strategic relationships with lead companies that include continuous improvement processes. Even though UNDP is sector agnostic, the context

⁵ Min TIC (2016) "Characterization of the formal and informal Colombian MSMEs and technology. Infométrika

suggests the focus should be on business chains, on trade and from there backwards. Regarding blended finance, UNDP is looking to provide non-reimbursable blended finance through technical assistance and seed capital. Additionally, UNDP is seeking alliances with the private sector to leverage additional resources (micro-credits) with USAID partners and other local actors for small businesses.

To further expand financial access for MSMEs the program will explore different strategies such as crowdfunding, coordinating with financial institutions, investment rounds, and digital marketplaces. The program will utilize UNDP's platform to explore crowdfunding financing for select MSME program participants with the aim of mitigating the investment risk of high impact entrepreneurial projects so that they can strengthen their business model, access finance and become commercially viable over time. The potential invested amount will depend on each enterprise, its assets, maturity, debts, etc. Furthermore, the project will coordinate with financial institutions of different levels to generate access to financial capital for businesses and training in financial education. Non-reimbursable capital investments will also be granted to some businesses. Additionally, Investment rounds will be held where businesses can participate both to offer their products and services and to access other types of financing mechanisms in order to strengthen the businesses and guarantee their sustainability over time.

UNDP will also implement a micro-franchising model with selected MSMEs. Micro-franchising systems are based on a contractual collaboration mechanism between a franchising company and a franchised company, where the right to use a brand and a know-how is given. The objective is to replicate successful business models, reducing the learning curve of new business ventures and their probability of failure. The strategy allows the transfer of know how, registered trademarks and knowledge from successful businesses to entrepreneurs at the base of the pyramid (BoP), and thus stimulating formal business ownership, dignified and decent work conditions and the strengthening of productive skills of the BoP. The following steps are part of the implementation process of UNDP's micro-franchising model: 1. Developing the Microfranchise system, 2. Defining financial metrics and viability, 3. Developing of the Microfranchise toolkit, 4. Micro-franchisee selection and training process, 5. Operation, and, 6. Scalability.

Expected results and deliverables

Objective: Increased MSME productivity and revenue.

Intermediate results (IR) and activities:

4.1. Improved MSME business and management skills.

Planned actions:

- Train MSMEs in business and management skills related to finance, marketing, strategy, operations, and talent management.
- Improve market analysis, strategic planning, and financial forecasting capabilities of MSMEs.

Indicators

- Up to 1.500 MSMEs will be prioritized to receive an assessment of business habits and one-on-one technical assistance.
- Up to 12 leading company's supply chains benefited with the supplier development program.
- At least 70% of the 1.500 MSMEs will have an increase in sales.
- At least 100 new/recovered jobs.

4.2. MSMEs' operations reopened virtually during COVID-19.**Planned actions:**

- Provide MSMEs with access to digital tools and guide them in using these tools for commercial purposes.
- Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management.

Indicators:

- Up to 500.000 life helmets delivered with QR access to technical assistance platform and content or access to business digitalization guidance, biosecurity protocols and new market trends.
- Up to 280 MSME's benefited with coaching services on e-commerce and use of information technologies.

4.3. MSMEs revenue increased by fostering access to financial instruments.**Planned actions:**

- Link MSMEs to financial instruments such as credits, microloans, micro-insurances and others.
- Help MSMEs obtain investment from impact investors to increase private capital leverage.
- Generate new commercial agreements between MSMEs and anchor companies to catalyze new or improved purchase agreements.

Indicators:

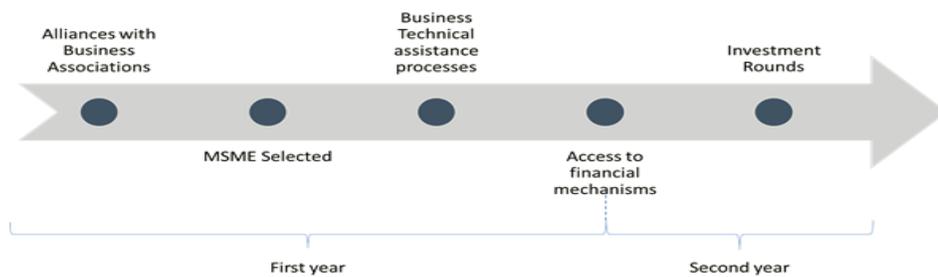
- Up to 60 Microfranchise units implemented.
- Up to 600 MSMEs will receive financial mechanisms to support improving market access and revenues.

Subawards and local partners

- Identification and involvement of responsible party (RP) organizations to assist the implementation of the following TA UNDP methodologies:
 - Business Habits
 - Microfranchise
 - E-commerce
 - Blended Finance

- Supplier development program
- Establish alliances with business associations and institutions to ensure scalability of the digital transformation methodology's tools, practices and mentoring components.
- Establish alliances with financial institutions (USAID allies) to strengthen the financial education of SMEs and define criteria for their business growth through access to credit.
- Identify and collaborate with an ally to link the technical assistance strategy to an existing marketplace that may result in opening electronic commerce for MSME.
- Engage with potential investors participating in investment rounds to catalyze trade agreements with MSME.

Expected timeline



- Alliances with Businesses Associations: Focused engagement with business associations will be carried out during the first three months to forge alliances with the objective of reaching and supporting MSME.
- MSME Selected: In the third month, UNDP and business associations will jointly select MSME and distribute them in groups or cohorts to receive technical assistance.
- Business Technical Assistance Processes: Starting in the fourth month, three technical assistance routes will be initiated.
 - First, micro and small companies will start webinars about digital practices; some will be selected to continue with one-on-one technical assistance to transform those practices into business habits; finally, a smaller group of those will be selected to go through e-commerce mentoring. In total, six cohorts will go through this process which lasts six months.
 - Secondly, selected medium sized companies will go through a supplier development program, which consists of designing and implementing a work plan with their strategic business relations and a lead company in order to improve business practices. In total, two cohorts will go through this process, each lasting 9 months.
 - Third, selected micro and small companies will be assisted to implement micro franchising business units. The technical assistance route includes researching, selecting and structuring a business model, researching and selecting micro franchisees, and opening new businesses. In total, two cohorts will go through this process, each lasting 10 months.
- Access to financial mechanisms: For micro and small sized companies, non-reimbursable funds will be delivered in two events. The first delivery will be provided at the end of each digital practices' webinar series to those companies that win a contest

where they demonstrate the application of the lessons learned. The second delivery will be provided in the sixteenth and twenty-third months to those companies that have gone through business habits and technical assistance and shown the best results. A third micro capitalization delivery will be provided to micro franchising business units to support their business startup in the ninth and nineteen months, corresponding to their technical assistance process. Finally, MSME will be introduced and accompanied to raise capital through access to a crowdfunding platform and microcredit alliances in order to strengthen their business units.

- **Investment Round:** Two investment rounds will be carried out to connect supply with demand. These events will be hosted in the sixteenth and twenty-third month and will be accompanied by communication strategies, logistics preparations and potential investor search strategies. The investment rounds will be a catalyst for trade agreements between MSME and potential investors.

Sustainability

This component seeks to transfer tools to micro, small and medium-sized businesses to reactivate their business, increase their productivity and expand access to local or international markets. Their inclusive value chains will enhance the possibility to link populations in poverty and vulnerability as a key driver to strengthen their business unit. The ecosystem created will generate interdependencies between impact investors, inclusive businesses and lead companies resulting in greater shared value through the private sector.

The lessons learned throughout the project will be condensed into handbooks (mainly virtual) that will be distributed to scale the project to other regions of the country and economic sectors. The knowledge management will be used as guidelines to replicate the reactivation - models.

D. Management

UNDP Colombia will carry out the activities required to achieve the expected results and will maintain a permanent dialogue with USAID throughout the duration of the project. To achieve this the project will have the following coordination schemes:

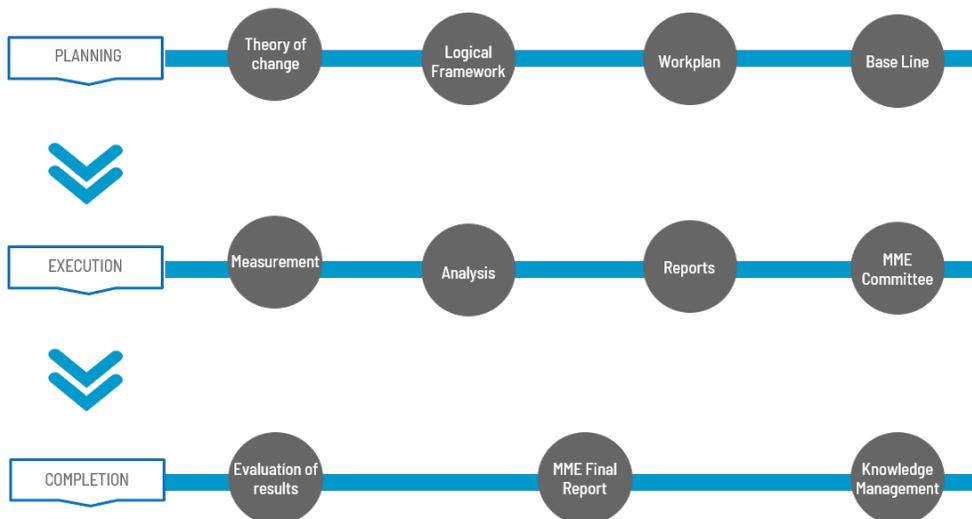
- **Project Board:** will be comprised of UNDP and USAID director level representatives in Colombia. This Board will be responsible for making strategic decisions and recommend strategies and actions for achieving expected results. Project Board decisions should be made in accordance with standards that shall ensure management for development results, cost efficiency, fairness, integrity, transparency and effective international competition. This project will approve an Annual Work Plan (AWP) and monitor its progress. The project board will meet at least once during the year.
- **Technical Committee:** will be constituted by UNDP and USAID technical representatives in Colombia. This committee will be responsible for making strategic as well as operational

decisions and will assure appropriate project management milestones are managed and completed. The committee will meet on a quarterly basis.

E. Monitoring

1. Measurement, Monitoring and Evaluation (MME) Strategy

The MME strategy is based upon two processes: project management and project results. The former ensures effective delivery of the program by entering and managing data and supporting program implementation consistent with UNDP rules and regulations. This process aligns itself and works in close collaboration with the operations, program and projects' staff for resolving finance-related issues and exchange of information. The latter collects and analyzes outputs and outcomes. It points out the progress of the project's implementation during the following three phases: planning, execution and completion.



a. PLANNING PHASE

The program's theory of change will be elaborated guaranteeing that it has the following elements: Inputs available to the project, activities to be carried out, the products developed during each of the programs activities, the expected results, and the final outcomes that indicate whether or not the project's objectives are met.

- The logical framework of the project will define the objectives, goals, and indicators of the program. Each of the indicators will have a defined source of information and the frequency with which its measurement will be carried out.
- Throughout the work plan, activities, products, managers, and dates planned for the execution of the project will be identified. The execution of activities, the time elapsed and the execution of the project budget will also be measured.
- The baseline will be established before starting the operation of the project for each of the indicators defined in the logical framework.

b. EXECUTION PHASE

- The person in charge of the project's MME will carry out the measurement of each of the project's indicators, according to the periodicity established for each one.
- Once the indicators have been measured, a descriptive analysis of the conditions, states and circumstances will be carried out based on the data for each indicator, and an interpretive analysis through an explanation or causal relationship.
- The MME report will be prepared and delivered every three months and include results from each of the programs components and related indicators. The report will be shared with the MME Committee.

c. COMPLETION PHASE

- Upon project completion, an evaluation of project indicators will be conducted to measure results and their degree of compliance against the specific program objectives. The results will be reflected in the final MME report.
- Based on the results obtained, the program's knowledge management report will be prepared, including the lessons learned, best practices identified and recommendations.

2. Initial Monitoring, Evaluation and Learning Plan

In accordance with UNDP's programming policies and procedures, the project will be monitored through a comprehensive Monitoring, Evaluation and Learning (MEL) Plan before major implementation actions begin.

Key components of the Activity MEL plan typically include but are not limited to:

- The activity's monitoring approach documented, including relevant performance indicators for activity outputs and outcomes and context indicators;
- Any proposed internal evaluations;
- Learning activities, including knowledge capture at activity close out;
- Estimated resources for these monitoring, evaluation and learning activities that are a part of the implementing partner's budget; and
- Roles and responsibilities of the contractor and subcontractors for all proposed monitoring, evaluation and learning actions.
- Data collection method should include information about metadata for any Geographic Information System (GIS) mapping related products, such as maps, geo data coded data, etc.

The Activity MEL Plan should include as many or as few performance indicators as necessary to ensure that progress toward expected results is sufficiently tracked. UNDP will propose a

number of performance indicators with a balance between the quantity and quality of indicator data needed for management decision making and reporting; and the management and financial resources required to collect and analyze those indicators. Additionally, as part of its MEL Plan, UNDP should ensure the assistance provided is used by the beneficiaries for its intended purpose.

The project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action
Annual Work Plan	Annual Work Plan will be developed in consultation with AID, counterparts, and implementation partners. Annual Work Plans (in English) will be submitted to USAID/Colombia for review and approval.	Annually	Planning of the activities will be used for achieving expected results
Monitoring, Evaluation and Learning (MEL) Plan	The project will be monitored through a comprehensive Monitoring, Evaluation and Learning (MEL) Plan before major implementation actions begin.	Annually	Planning of the activities will be used for achieving expected results
Programmatic progress report	Progress data will be collected and analyzed to assess the progress of the project in achieving the agreed results.	Bi-annual	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Bi-annual	Risks are identified by project management and actions are taken to manage risk. The risk is actively maintained to keep track of identified risks and actions taken.

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<p>Annual Project Quality Assurance</p>	<p>The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.</p>	<p>Annually</p>	<p>Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.</p>
<p>Annual Project Report</p>	<p>Annual progress report will be presented, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, an updated risk log with mitigation measures, and any evaluation or review reports prepared for the period.</p>	<p>Annually, and at the end of the project (final report)</p>	

[END OF ATTACHMENT 2 – PROGRAM DESCRIPTION]

ATTACHMENT 3 - STANDARD PROVISIONS

1. ALLOWABLE COSTS (APRIL 2011)

- a. The Recipient must use funds provided under the award for costs incurred in carrying out the purposes of the award which are reasonable, allocable, and allowable.
 1. "Reasonable" means the costs do not exceed those that would ordinarily be incurred by a prudent person in the conduct of normal business.
 2. "Allocable" means the costs are necessary to the award.
 3. "Allowable" means the costs are reasonable and allocable, and conform to any limitations set forth in the award.
- b. The Recipient is encouraged to obtain the Agreement Officer's written determination in advance whenever the Recipient is uncertain as to whether a cost will be allowable.

2. AMENDMENT (APRIL 2011)

The parties may amend the award by mutual agreement, by formal modifications to the basic award document, or by means of an exchange of letters between the Agreement Officer and the Recipient.

3. NONLIABILITY (APRIL 2011)

USAID does not assume liability for any third party claims for damages arising out of the award.

4. NOTICES (APRIL 2011)

Any notice given by USAID or the Recipient will be sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax. Notices to USAID should be sent to the Agreement Officer at the address specified in the award and to any designee specified in the award. Notices to the Recipient should be sent to the Recipient's address shown in the award or to such other address designated in the award.

Notices will be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

5. PAYMENT (LETTER OF CREDIT) (AUGUST 2018)

- a. Payment under the Agreement is made through a Letter of Credit (LOC), in accordance with the terms and conditions of the LOC and any instructions issued by the USAID Bureau for Management, Office of the Chief Financial Officer, Cash Management and Payment Division (M/CFO/CMP).
- b. As long as the LOC is in effect, the terms and conditions of the LOC and any instructions issued by M/CFO/CMP constitute the payment conditions of the Agreement over any other payment clause of the Agreement.
- c. The recipient must have written procedures that minimize the time elapsing between the transfer of funds and disbursement by the recipient. The recipient must exercise prudent management of federal funds by drawing only those funds that are required for current use. The amount and timing of the drawdown should be limited to the minimum amount

needed for immediate disbursing needs. Immediate disbursing needs are seven days or less and must be as close as is administratively possible to the actual disbursements by the recipient for direct program or activity costs and the proportionate share of any allowable indirect costs.

- d. The recipient must submit an SF-425, Federal Financial Report ([https://www.usaid.gov/sites/default/files/documents/1868/SF-425 %28Federal Financial Report%29 %28Replaces SF-269%29.pdf](https://www.usaid.gov/sites/default/files/documents/1868/SF-425%20Federal%20Financial%20Report%29%20Replaces%20SF-269%29.pdf)), no later than thirty (30) days after the end of the period, to the paying office specified in the Agreement in order to liquidate advances outstanding. The report must show cash disbursements, advances received, and any cash remaining on hand for the period covered by the report. In cases of multiple Operating Units funding a single Agreement, the recipient is required to submit a breakdown of their financial reporting by funding Operating Unit. The report must include the authorized certifying official's signature for the accuracy and completeness of the required financial information on SF-425. Failure to provide these reports may result in the suspension, disruption, or termination of additional payments.
- e. Except as otherwise agreed to, within ninety (90) days following the expiration of the Agreement, the recipient must submit an interim final financial report using SF-425 ([https://www.usaid.gov/sites/default/files/documents/1868/SF-425 %28Federal Financial Report%29 %28Replaces SF-269%29.pdf](https://www.usaid.gov/sites/default/files/documents/1868/SF-425%20Federal%20Financial%20Report%29%20Replaces%20SF-269%29.pdf)) showing total disbursements, total advances received, and any cash remaining on hand, which the recipient must refund to USAID. 9 The recipient must then submit a final financial report using the same SF-425 form within six months of the end of the recipient's fiscal year in which the Agreement expired. Each report must include the authorized certifying official's signature for the accuracy and completeness of the required financial information on SF-425. Funds can be withdrawn after the end date of the Agreement, but only if the funds will be used to pay for goods and services received up to the Agreement end date.
- f. Revocation of the LOC, in accordance with its terms and conditions, is at the discretion of M/CFO/CMP, after consultation with the Agreement Officer. Notification of revocation must be in writing and must specify the reasons for such action. If the LOC is revoked, payments may be made on a cost-reimbursement basis. For reimbursement, the recipient must submit to the USAID Controller an original and three copies of SF-1034, Public Voucher for Purchases and Services Other Than Personal (available at <http://www.gsa.gov/portal/forms/download/115462>), and SF1035, Continuation of SF-1034 (available at <http://www.gsa.gov/portal/forms/download/115466>), normally once a month, but in any event no less than quarterly. Where the recipient submits to the paying office an electronic submission, additional copies of SF-1034 and SF-1035 are not required. Each voucher must be identified by the agreement number and must state the total costs for which reimbursement is being requested.

6. AUDIT AND RECORDS (NOVEMBER 2019)

- a. The recipient is required to maintain books, records, documents, and other evidence (together, the "account records") that, in reasonable detail, accurately and fairly reflect the transactions of the Agreement. The recipient confirms that its financial statements prepared from the account records comply with the financial regulations, rules, policies, and procedures of the recipient and internationally accepted accounting standards. The

recipient must maintain the account records after the final disbursement of funds under the Agreement in accordance with the recipient's records retention policy, or for at least three years, whichever is longer.

- b. The recipient confirms that its financial statements relating to the Agreement will be subject to audit in accordance with the applicable financial regulations, rules, policies, and procedures of the recipient. The recipient will notify USAID when reports are available from the recipient's external and internal oversight bodies. Upon USAID's reasonable request, the recipient will provide further available relevant information from the applicable external and internal oversight bodies on report findings and recommendations related to USAID-funded activities, including implementing partners' activities, unless disclosure of such information would be inconsistent with the recipient's rules and procedures concerning disclosure of information.
- c. In the event that USAID becomes aware of factors that would indicate a need for closer scrutiny of USAID-funded activities, USAID will bring these to the attention of the recipient. If the recipient's internal oversight body determines the need for a special independent audit, it will determine the scope and plan for any such audit in consultation with the recipient and USAID as appropriate. The costs of such an audit will constitute allowable costs under the Agreement.
- d. USAID may undertake spot checks related to activities funded by USAID. It is agreed that USAID may request and the recipient will provide, in a timely fashion, access to financial information required for such spot checks in accordance with procedures that will be mutually agreed by the parties. It is understood that representatives of USAID will be given access to the site of the project and/or the headquarters of the recipient. The recipient will provide all relevant financial information and clarifications to USAID representatives and will explain, with appropriate concrete examples, how the accounts are managed and the procedures used to ensure transparency and accuracy in the accounts. Access to relevant financial information will be planned and coordinated by USAID and the recipient in advance. It is understood that such spot checks will not constitute financial, compliance or other audits of USAID-funded activities, and are undertaken in a manner consistent with the UN's Single Audit Principle. The costs of such spot checks will be borne by USAID.

7. REFUNDS (STANDARD) (2019)

- a. If the recipient earns interest on U.S. Government advances before expending the funds for program purposes, the recipient must remit the interest annually to USAID in the same manner as funds were disbursed. Interest amounts up to \$500 per year may be retained by the recipient for administrative expenses.
- b. Funds obligated by USAID, but not disbursed to the recipient before the agreement expires or is terminated must revert to USAID, except for funds committed by the recipient to a legally binding transaction applicable to the agreement. Any funds advanced to, but not disbursed by, the recipient before the agreement's expiration or termination must be refunded to USAID, except for funds committed by the recipient to a legally binding transaction applicable to the agreement.

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- c. If the USAID Agreement Officer determines, in consultation with the recipient, that USAID funds provided under the agreement have been expended for purposes not in accordance with the terms of the agreement, the recipient must refund that amount to USAID.

8. AGREEMENT BUDGET LIMITATIONS AND REVISIONS (AUGUST 2018)

- a. The approved agreement budget is the financial expression of the recipient's program as approved during the agreement process. USAID is not obligated to reimburse the recipient for any costs incurred in excess of the total amount obligated under the agreement.
- b. The recipient must immediately request approval from the USAID Agreement Officer when there is reason to believe that, within the next 30 calendar days, a revision of the approved agreement budget will be necessary for any of the following reasons:
 1. To change the scope or the objectives of the program;
 2. To revise the funding allocated among program objectives by more than 10 percent of the total budget amount unless the agreement states otherwise;
 3. To request additional funding for the program; or
 4. The recipient expects the amount of USAID authorized funds to exceed its needs by more than \$20,000 or ten percent (10%) of the USAID agreement, whichever is greater.
- c. The recipient will not be obligated to continue performance under the agreement (including actions under the "Termination Procedures" provision) or otherwise to incur costs in excess of the total amount obligated under the agreement, unless and until the USAID Agreement Officer notifies the recipient in writing that the obligated amount has been increased and specifies the new agreement total amount.

9. TERMINATION PROCEDURES (STANDARD) (APRIL 2011)

The agreement may be terminated by either party, in whole or in part, at any time with ninety (90) days written notice of termination. After receiving a termination notice from the USAID Agreement Officer, the recipient must take immediate action to cease all expenditures financed by the agreement and to cancel all unliquidated obligations if possible. The recipient may not enter into any additional obligations under the agreement after receiving the notice of termination, other than those reasonably necessary to close out the agreement. Except as provided below, no further reimbursement will be made after the effective date of termination. As soon as possible, but in any event no later than 120 days after the effective date of termination, the recipient must repay to USAID all unexpended USAID funds that are not obligated by a legally binding transaction applicable to the agreement. If the funds paid by USAID to the recipient before the effective date of termination are not sufficient to cover the recipient's obligations under a legally binding transaction, then the recipient may submit a written claim for such amount to USAID no later than 120 days after the effective date of termination. The USAID Agreement Officer must determine the amount(s) to be paid by USAID to the recipient under the claim in accordance with the "Allowable Costs" provision of the agreement.

10. FINANCIAL MANAGEMENT, PROCUREMENT, AND EVALUATION (APRIL 2011)

To the extent not inconsistent with other provisions of the award, USAID and the Recipient understand that funds made available to the Recipient must be administered in accordance with the Recipient's own financial rules and regulations, and that the Recipient will follow its own procurement and evaluation policies and procedures.

11. DISPUTE RESOLUTION (APRIL 2011)

USAID and the Recipient will use their best efforts to amicably settle any dispute, controversy, or claim that results from, or relates to, the award.

12. TITLE TO AND DISPOSITION OF PROPERTY (UN AGREEMENTS) (AUGUST 2018)

Ownership of equipment, supplies, and other property purchased with funds under the award will vest in the recipient during the life of the award. Disposition of property financed under the award will be made in accordance with UNDP's policies and procedures.

13. USAID DISABILITY POLICY (STANDARD) (AUGUST 2018)

USAID requires that the recipient not discriminate against persons with disabilities in the implementation of USAID-funded programs. One of the objectives of USAID's Disability Policy is to engage other U.S. Government agencies, host country counterparts, governments, implementing organizations, and other donors in fostering a climate of nondiscrimination against people with disabilities. To that end, and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women, and children with disabilities as appropriate.

14. TERRORIST FINANCING CLAUSE (UN) (April 2011)

Consistent with numerous United Nations Security Council resolutions, including S/RES/1269 (1999) ([http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/Terrorism S RES 1269.pdf](http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/Terrorism%20S%20RES%201269.pdf)), S/RES/1368 (2001) (http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1368%282001%29), and S/RES/1373(2001)(https://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1373%20%282001%29), both USAID and the recipient are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of USAID to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, the recipient undertakes to use reasonable efforts to ensure that none of the USAID funds provided under the agreement are used to provide support to individuals or entities associated with terrorism.

15. TRAFFICKING IN PERSONS (AUGUST 2018)

Trafficking in persons (as defined in the [Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children](#), supplementing the UN Convention

against Transnational Organized Crime) represents a significant human- rights concern to the United States and the international community. The recipient agrees not to engage in trafficking in persons during the performance of this agreement.

16. PROHIBITION ON FEDERAL CONTRACTING WITH AND PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS (AUGUST 2018)

The Recipient must not require employees, subrecipients, or contractors to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subrecipients, or contractors from lawfully reporting such waste, fraud, or abuse to the Recipient's investigatory body. If USAID determines that Recipient is not in compliance with this requirement, USAID may seek remedies under this Agreement, including disallowing otherwise allowable costs.

17. FRAUD, CORRUPTION, AND OTHER PROHIBITED CONDUCT (NOVEMBER 2019)

- a. The parties have a zero tolerance approach toward fraud, corruption, and other prohibited conduct, as defined below, which applies to all staff members, consultants, and other individual independent contractors, institutional contractors, and implementing partners receiving funding provided under this agreement.
- b. For purposes of this provision, prohibited conduct is defined according to the recipient's applicable regulations and policy on fraud and corruption, provided the following practices are included therein:
 1. "Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of a public official;
 2. "Fraudulent practice" means any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit, or to avoid an obligation;
 3. "Collusive practices" means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party;
 4. "Coercive practices" means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party; and
 5. "Obstructive practices" means deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a recipient investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or acts intended to materially impede the exercise of recipient's contractual rights of audit or access to information.

- c. **Prevention of prohibited conduct.** The parties are firmly committed to take all necessary precautions to avoid and address prohibited conduct. The recipient will maintain appropriate standards that govern the conduct of its personnel related to prohibited conduct as set forth in the recipient's applicable staff regulations and rules, financial regulations and rules, and policies and procedures.
- d. **Action regarding knowledge of prohibited conduct.** With respect to knowledge of any actual, suspected, or alleged prohibited conduct, the recipient agrees that it has in place a suitable mechanism for a complete and comprehensive reporting of such conduct. When prohibited conduct is reported, the recipient's internal oversight body will take timely action as determined to be appropriate. When the recipient's internal oversight body determines an investigation is appropriate, the investigation will be conducted in accordance with the recipient's regulations, rules, policies, and procedures.
- e. **Cooperation with regard to information concerning prohibited conduct.** The recipient and USAID agree to promptly bring knowledge of prohibited conduct in relation 17 to the agreement, of which the recipient or USAID has been informed or has otherwise become aware, to the attention of the recipient's internal oversight body. When the recipient becomes aware of credible allegations of prohibited conduct, the recipient will promptly inform the USAID Office of the Inspector General (OIG), and upon reasonable request, the recipient agrees to provide further available relevant information, unless disclosure of such information would be inconsistent with the recipient's rules and procedures concerning disclosure of information.
- f. Any information or documentation provided in accordance with subparagraph e. above will be treated by USAID OIG with utmost discretion in order to ensure, inter alia, the probity of any investigation, protect sensitive information, maximize the prospect of recovery of funds, ensure the safety and security of persons or assets, and respect the due process rights of all involved. OIG will presume information/documentation to be confidential, deliberative, and investigatory and will ensure that information/documentation provided to USAID personnel will be available solely to those who strictly require access to such information/documentation. Any disclosure of such information/documentation beyond such personnel will require notification and consultation with the recipient. USAID and OIG will obtain the express written authorization of the recipient before disclosing any such information/documentation in a judicial proceeding or to the public, unless disclosure is otherwise required by law and is not subject to the recipient's privileges and immunities under international and/or federal law (such as information/documentation constituting UN archives).
- g. Where an investigation has concluded that prohibited conduct has occurred, the recipient will give proper consideration to referring the matter to the appropriate member state authorities.
- h. In the event that the recipient determines that any USAID funds have been lost due to prohibited conduct, such loss will be dealt with in accordance with the applicable financial rules, regulations, policies, and procedures of the recipient and the M.7 Refunds provision.

- i. In the event that USAID reasonably believes that timely and appropriate action has not been taken, it has a right to direct consultations to be established at a senior level between USAID and the recipient in order to obtain assurance that the recipient's oversight and accountability mechanisms have been or are being fully applied in connection with such allegations.

18. MONITORING, REVIEW, AND EVALUATION (NOVEMBER 2019)

- a. USAID and the recipient will promptly inform each other about any condition/event/situation which interferes or threatens to interfere with the successful implementation of any activity financed in full or in part by USAID.
- b. The recipient will be responsible for the monitoring and regular review of activities carried out under this agreement. For activities under this agreement, the cost of monitoring and review will constitute an allowable cost.
- c. The evaluation of programs hereunder will be subject to the provisions of the recipient's evaluation policy and procedures as from time to time approved or amended by the recipient's Executive Board/Head or governing body, if applicable. The costs of any program-level evaluations will be included in the program budget and will constitute an allowable cost.
 1. Unless otherwise decided by the recipient's Executive Board/Head or other governing body, final evaluation reports and management responses, as applicable, are publicly disclosed by the recipient in accordance with the recipient's rules and procedures governing public disclosure of evaluations. The recipient will forward without delay to USAID any review or evaluation report pertaining to the activities funded under this agreement, or it will inform USAID that such report is available at the recipient's website.
 2. The recipient will each year, pursuant to the recipient's regulations, rules, policies, and procedures, inform USAID about the schedule for reviews and evaluations planned for the following twelve (12) months, insofar as they concern activities funded under the agreement.
- d. the foregoing provisions regarding evaluation of projects funded under this agreement will not preclude that USAID may, separately or jointly with other financing partners and with prior written notice to the recipient, take the initiative to evaluate or review its cooperation with the recipient under this agreement, with a view to determining whether results are being or have been achieved and resources have been used for their intended purposes. In furtherance of such a review, the recipient agrees to allow access for site visits by USAID and/or its agents as necessary. It is understood that such evaluation or review will not constitute a financial, compliance, or other audit of any programs, projects, or activities funded under this agreement. Costs of such evaluations or reviews will be borne by USAID, unless otherwise agreed.

19. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS (2019)

- a. The recipient must make such reasonable efforts, as are necessary, to ensure that no funds or other support under the agreement are diverted in support of drug trafficking. Drug trafficking means "any activity undertaken illicitly to cultivate,

produce, manufacture, distribute, sell, finance or transport, or to assist, abet, conspire, or collude with others in illicit activities, including money laundering, relating to narcotic or psychotropic drugs, precursor chemicals, or other controlled substances.”

- b. For any loan over \$1,000 made under the agreement by the recipient, the recipient must insert a clause in the loan agreement stating that the loan is subject to immediate cancellation, acceleration, recall, or refund to the recipient if the borrower or a key individual of a borrower is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking.
- c. Upon notice by USAID of a determination under section (b) and at USAID’s discretion, the recipient agrees to immediately cancel, accelerate, or recall the loan, including a full refund of the outstanding balance. USAID reserves the right to have the loan refund returned to USAID.
- d. For any USAID-financed participants (including in-country) receiving a scholarship, fellowship, or other structured training of more than six hours who are specifically designated by USAID, USAID reserves the right to terminate assistance to, or take other appropriate measures with respect to, any participant specifically designated by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking.
- e. Where USAID has designated a subrecipient, the recipient agrees not to disburse, or sign documents committing the recipient to disburse, funds to a subrecipient designated by USAID (“designated subrecipient”) until advised by USAID that (1) any United States Government review of the designated subrecipient and its key individuals has been completed; (2) any related certifications have been obtained; and (3) the assistance to the designated subrecipient has been approved. Where the designated subrecipient is a U.S. non-governmental organization (NGO), the United States Government review found in subparagraph (1) will not apply, but the other two subparagraphs will be required.
- f. The recipient must insert the following clause, or its substance, in its agreement with the designated subrecipient:

“(Name of recipient) reserves the right to terminate this agreement or take other appropriate measures if (the subrecipient) or a key individual of (the subrecipient) is found to have been convicted of a narcotic offense or to have been engaged in drug trafficking. Drug trafficking is defined as any activity undertaken illicitly to cultivate, produce, manufacture, distribute, sell, finance or transport, or to assist, abet, conspire, or collude with others in illicit activities, including money laundering, relating to narcotic or psychotropic drugs, precursor chemicals, or other controlled substances.”

20. PROHIBITION ON POLICE ASSISTANCE (APRIL 2011)

No funds or other support provided under the award may be used for support to any police, prison authority, or other security or law enforcement forces.

21. PROHIBITION ON ASSISTANCE TO MILITARY OR PARAMILITARY (AUGUST 2018)

Absent prior written approval from the Agreement Officer, no funds or other support provided under the agreement may be used for assistance for any military purpose or to any military or paramilitary force or activity.

22. PUBLICATIONS AND MEDIA RELEASES (APRIL 2011)

- a. If the Recipient intends to identify USAID's contribution to any publication, video or other information/media product resulting from the award, the product must state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgements must identify the sponsoring USAID Bureau/Independent Office or Mission and the U.S. Agency for International Development substantially as follows.

“This [publication, video, or other information/media product (specify)] was made possible through support provided by the Office of _____, Bureau for _____, U.S. Agency for International Development, under the terms of Award No. _____. The opinions expressed in this [publication, video, or other information/media product] are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.”

- b. The Recipient must provide USAID with one copy of all published works developed under the award and with lists of other written works produced under the award.
- c. Except as otherwise provided in the terms and conditions of the award, the author or the Recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under the award, but USAID reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for U.S. Government purposes.

23. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (UN) (SEPTEMBER 2014)

- a. The U.S. Government is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this award may be used to promote or advocate the legalization or practice of prostitution or sex trafficking. The preceding sentence does not prohibit the provision to individuals of palliative care, treatment, or post-exposure pharmaceutical prophylaxis, and necessary pharmaceuticals and commodities, including test kits, condoms, and, when proven effective, microbicides.
- b. The following definitions apply for purposes of this provision:

“Commercial sex act” means any sex act on account of which anything of value is given to or received by any person.

“Prostitution” means procuring or providing any commercial sex act and the “practice of prostitution” has the same meaning.

“Sex trafficking” means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act.

Agreement 720514211O00001

- c. The recipient must insert this provision, which is a standard provision, in all subawards for HIV/AIDS activities.
- d. This provision includes express terms and conditions of the award and any violation of it is grounds for unilateral termination of the award by USAID prior to the end of its term.

24. ABORTION AND INVOLUNTARY STERILIZATION RESTRICTIONS (AUGUST 2018)

- a. No funds made available under the award may be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any individual to practice sterilization.
- b. No funds made available under the award will be used to finance, support, or be attributed to the following activities: (i) procurement or distribution of equipment or intended to be used for the purpose of inducing abortions as a method of family planning; (ii) special fees or incentives to any person to coerce or motivate them to have abortions; (iii) payments to persons to perform abortions or to solicit persons to undergo abortions; (iv) information, education, training, or communication programs that seek to promote abortion as a method of family planning; and (v) lobbying for or against abortion. The term “motivate”, as it relates to family planning assistance, must not be construed to prohibit the provision, consistent with local law, of information or counseling about all pregnancy options.
- c. No funds made available under the award will be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilizations as a means of family planning. Epidemiologic or descriptive research to assess the incidence, extent, or consequences of abortions is not precluded.
- d. The recipient must insert this provision in all subsequent subawards and contracts.

25. REPORTING OF FOREIGN TAXES (UN) (APRIL 2011)

The recipient is not subject to taxation of activities implemented under the award based on its privileges and immunities as a public international organization (PIO). However, should it be obligated to pay value-added taxes or customs duties related to the award, the recipient must notify the USAID Agreement Officer's Representative (AOR).

26. STANDARD COORDINATION LEVY FOR AGREEMENTS WITH UN RECIPIENTS

Pursuant to paragraph 10(a) of United Nations General Assembly Resolution 72/279 of 31 May 2018, USAID agrees that an amount corresponding to one percent of the total obligated amount to the recipient must be paid to fund the United Nations Resident Coordinator System. This amount, hereinafter referred to as the “coordination levy” will be held in trust by the recipient until transfer to the United Nations Secretariat for deposit into the United Nations Special Purpose Trust Fund for the reinvigorated Resident Coordinator system, which has been established to fund the UN Resident Coordinator System and is managed by the United Nations Secretariat. USAID acknowledges that once the coordination levy has been transferred by the recipient to the United Nations Secretariat, the recipient is not

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responsible for the use of the coordination levy and does not assume any liability. The fiduciary responsibility lies with the United Nations Secretariat as the manager of the Resident Coordinator system. The coordination levy does not form part of the recipient's cost recovery and is additional to the costs of the recipient to implement the activity or activities covered by the agreement. Accordingly, there is no normal obligation for the recipient to refund the levy, in part or in full, even where the activities covered by the agreement are not carried out in full by the recipient. As deemed necessary by USAID and especially where the scale of the resources concerned, or reputational risk justify the refund transaction costs – USAID may submit a request for a refund according to its M.7 Refunds procedures. The responsibility to refund the levy lies with the United Nations Secretariat and not with the concerned entity of the United Nations. The coordination levy for this agreement and schedule for payment is reflected in the Agreement Budget.

[END OF ATTACHMENT 3 – STANDARD PROVISIONS]

[END OF 72051421IO00001]

**COMITÉ DE EVALUACIÓN DE PROYECTOS
PAC**

Fecha del Comité: 18 de diciembre de 2020	
Presencial:	Virtual: X

Proyecto No: 133855 - Output 125594/125595, 125596, 125597

Título: Reactiva Colombia

Fecha Inicio: Diciembre 2020 – Fecha fin: Diciembre 2022

UNSDCF LINEA DE COOPERACION 3: Asistencia técnica para la aceleración de los ODS catalizadores

OUTCOME CPD 1 Erradicar la pobreza en todas sus formas y dimensiones

Nombre de la Agencia de Implementación: PNUD

Modalidad de Ejecución: DIM

Presupuesto total del Proyecto: USD \$9.800.000

Donante: USAID

Funcionario que solicita el análisis del PAC: Javier Pérez- Gerente área de reducción de la pobreza e inequidades

QAS aprobado por Representación? Sometido

Estrategia de Monitoreo del proyecto. Seguimiento permanente al Plan de Trabajo; Comité Directivo; Comité de Seguimiento; Reuniones Técnicas mensuales de coordinación y revisión del avance de los productos; Informe Final; Medición y Valoración de los Resultados.

Objetivo del proyecto

Apoyar la reactivación socioeconómica de Colombia de los impactos del COVID-19 y otros choques imprevistos, aumentando los ingresos de los trabajadores y los ingresos de las MiPyME.

Componentes

1. Aumentar la capacidad de los gobiernos nacionales, regionales y locales para diseñar e implementar políticas de respuesta y recuperación.
2. Mapear y fortalecer las cadenas de valor locales a través de la integración de las MIPYME y los actores locales en el diseño, producción y distribución de PPES.
3. Incrementar la empleabilidad mediante la certificación laboral y la formación.
4. Incrementar la productividad de las MIPYMES fortaleciendo las capacidades empresariales y de gestión mediante un uso más eficiente y eficaz de los recursos disponibles

Riesgos del proyecto:

- La pandemia de COVID-19 se agrava o se produce una nueva crisis de salud que dificulta la implementación de las políticas y estrategias de recuperación temprana
Mitigación: Realizar un plan de trabajo detallado de actividades como insumo para el seguimiento y monitoreo del proyecto. Emitir directrices o lineamientos para la modificación de procesos del proyecto frente a la emergencia sanitaria.
- El gobierno nacional y/o local experimenta una crisis institucional que dificulta el desarrollo del proyecto según lo inicialmente planeado.
Mitigación: Procesos de planificación en los cuales se evalúan los planes de acción de los territorios en los cuales se llevará a cabo la intervención.
- Hay otra crisis nacional, como recesión económica, crisis política o desastre natural, que genera un contexto adverso al desarrollo del proyecto
Mitigación: Generación de planes de respuesta rápida y de continuidad para hacer frente a crisis y desastres que pueden afectar el proyecto.
- Desafíos imprevistos para la ampliación del diseño, producción y distribución de EPI en diferentes territorios y contextos en Colombia.

Mitigación: Establecer alianzas con socios nacionales y locales para fortalecer capacidades de las Mypimes. Establecer alianzas con el sector privado para aumentar la productividad de las Mipymes, distribuir y ampliar su acceso al mercado

- Resistencia de las MiPymes locales y las organizaciones comunitarias para ver la cadena de valor de EPP como una oportunidad económica.

Mitigación: Socializar resultados financieros relacionados con la venta de EPPS en empresas Colombianas, para sensibilizar a Mypimes y comunidades del territorio. Generación de incentivos en las Mipymes para producir y comercializar EPPS

- Resistencia de las comunidades locales a usar EPP para protegerse y comportamientos apropiados de bioseguridad.

Mitigación: Campañas de sensibilización a las comunidades para fortalecer el uso de EPPS. Generación de incentivos para que las comunidades usen EPP y adquieran comportamientos apropiados de bioseguridad.

- Estallido de violencia o deterioro grave del entorno de seguridad en las zonas seleccionadas

Mitigación: Seguimiento periódico de los territorios de intervención para una rápida respuesta y generación de acciones preventivas. Seguimiento de las recomendaciones de seguridad de UNDSS

Entidades/Socios involucrados: Gobierno Nacional y local (áreas priorizadas), sector privado, academia, ecosistema de emprendimiento, inversión y financiamiento.

Direct Project Costing (DPC): 2%

Territorio(s) de Intervención: Bogota D.C y otros por definir

Consideraciones operativas: Restricción de movilización en el país dada la pandemia de COVID 19

Otros comentarios importantes para el PAC: Ninguno

Comentarios y Recomendaciones:

- Hay que asegurar que el CSA no tiene cambios en el texto aprobado por LSO o de lo contrario buscar su aprobación antes de la firma.
Respuesta: El documento ya se encuentra aprobado y firmado.
- A futuro, asegurar el envío de la documentación con suficiente anticipación para estudio del Comité.
Respuesta: Se tendrá en cuenta para las próximas ocasiones.
- Completar información en acta PAC antes de la firma.
Respuesta: Ok.
- ¿Se ha pensado como apoyar las oficinas territoriales en caso de intervenir territorios donde se encuentre PNUD? Por favor explicar.
Respuesta: Una vez se finalice el proceso de focalización territorial del proyecto en coordinación con USAID se evaluará la vinculación y apoyo a las oficinas territoriales.
- En QA hay preguntas sin calificación. Tener en cuenta al momento de someter a Gerencia.
Respuesta: Ok, revisado.
- Revisar y ajustar la SESP. Hay temas que tienen respuestas positivas que no están referenciadas en la parte inicial. Adicionalmente deben mencionar las acciones de mitigación en caso de presentarse. Pendientes de ajustes
Respuesta: Ok, revisado.
- Revisar PRODOC a la luz del modelo aprobado. Por favor asegurar la calidad del documento
Respuesta: Ok, revisado.
- Hay indicadores por tres años, cuando el proyecto solo dura 2. Por favor ajustar.
Los indicadores están por 2 años. La tercera columna es FINAL (acumulado).
- El presupuesto viene sin cuentas de gasto. ¿Como se ejecutará? Favor incluir. De haber GRANTS, debe incluirse el capítulo correspondiente según indica el manual.
Respuesta: Ok, incluido.

Miembros del PAC: Accelerator Lab, Alejandro Pacheco, Angelo Moreno, Blanca Cardona, Coordinadores Territoriales Colombia, Jairo Alberto Matallana Villarreal, Javier Ignacio Perez Burgos, Jimena Puyana, Jose Neira, Juan Manuel Garzon, Juliana Correa, Luis Fernando Angel Calle, Marcela Rodriguez, David Quijano.



Alejandro Pacheco
Presidente del PAC

Fecha: 21-Jan-2021



QUALITY ASSURANCE – DESIGN AND APPRISAL

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.

Evidence: (Enter a short explanation and upload a document that provides evidence for your response)

El proyecto cuenta con una teoría del cambio claramente definida en la cual se establece como propósito apoyar la reactivación socioeconómica durante la recuperación de Colombia del COVID-19 y otros choques imprevistos, aumentando los ingresos de los trabajadores y de las MiPymes. Lo anterior bajo la Hipótesis de que si se fortalecen las capacidades de datos del gobierno para las políticas de recuperación y respuesta económica de COVID-19, y se mejora la empleabilidad de los trabajadores y la productividad de las MiPymes, especialmente a través de la producción de EPP, entonces los trabajadores y las MiPymes afectados por la crisis económica aumentarán sus ingresos.

El proyecto tiene 4 objetivos, cada uno de ellos con una estrategia definida para su consecución:

1. Aumentar la capacidad de los gobiernos nacionales, regionales y locales para diseñar e implementar políticas de respuesta y recuperación
2. Mapear y fortalecer las cadenas de valor locales a través de la integración de las MiPyme y los actores locales en el diseño, producción y distribución de EPPS.
3. Incrementar la empleabilidad en áreas específicas mediante la certificación laboral y la capacitación
4. Incrementar la productividad de las MiPymes fortaleciendo las capacidades empresariales y de gestión mediante un uso eficiente y eficaz de los recursos.

Adicionalmente, se evidencia el esquema de teoría de cambio alineado con la estrategia del proyecto, en el cual se definieron las actividades, los componentes, resultados, efectos e impactos; y para cada uno de estos niveles los respectivos supuestos.

Ver PRODOC en páginas 2-6

2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds to at least one of the development settings as specified in the [Strategic Plan](#)¹ and adapts at least one [Signature Solution](#)². The project's RRF includes all the relevant SP output indicators. (all must be true)
- 2: The project responds to at least one of the development settings as specified in the [Strategic Plan](#)⁴. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence: (Enter a short explanation and upload a document that provides evidence for your response)

De acuerdo con el Plan Estratégico del PNUD el proyecto se encuentra alineado con su visión "lograr el desarrollo sostenible mediante la erradicación de la pobreza en todas sus formas y dimensiones, la aceleración de las transformaciones estructurales para el desarrollo sostenible y la creación de resiliencia ante perturbaciones y crisis". Específicamente, a través de este proyecto se espera contribuir a la crisis generada por el Covid19 e incidir en el proceso de reactivación económica del país, aportando a la **Solución emblemática 1 mantener a las personas al margen de la pobreza**. Esta solución emblemática busca superar los obstáculos y las vulnerabilidades que mantienen a las personas en la pobreza o las empujan nuevamente a ella, en particular cuando se producen perturbaciones y crisis, lo cual se alinea a la naturaleza del proyecto de Reactivación Económica.

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- Yes
- No

Evidence:

-Marco de Cooperación de las Naciones Unidas Para el Desarrollo Sostenible en Colombia (2020-2023):
Resultado 3.1 – El gobierno nacional y entidades territoriales fortalecen sus capacidades para la aceleración de la Agenda 2030 y los ODS con el apoyo del Equipo País de la ONU a los esfuerzos del Estado.

-Programa País del PNUD en Colombia (2015-2020):
Resultado 3.1 – El gobierno nacional y las entidades territoriales fortalecen sus capacidades para acelerar la Agenda 2030 y los ODS

Ver PRODOC en página 1

RELEVANT

4. Do the project target groups leave furthest behind?

- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The target groups are not clearly specified.

*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.

Evidence:

Los efectos negativos del COVID-19 en la economía ya se pueden ver en Colombia. Para agosto, 2,4 millones de trabajadores colombianos, 39% hombres y 61% mujeres, habían perdido sus trabajos. La caída de Colombia en el crecimiento del PIB y el aumento del desempleo agravarán las brechas socioeconómicas existentes y afectarán más gravemente a las personas vulnerables como los migrantes, las mujeres, los jóvenes y las comunidades indígenas. El declive económico también aumentará las tasas de pobreza y desigualdad. El PNUD identificó que más del 43% de las mujeres, el 43% de los jóvenes y el 55% de los migrantes están empleados en sectores económicos altamente vulnerables, como el turismo. Los datos revelan que Colombia sufrirá un retroceso de 10 a 15 años en términos sociales y económicos y este retroceso tendrá un impacto más severo en mujeres, jóvenes y migrantes.

En este contexto, el proyecto se enfoca en población vulnerable, con énfasis en migrantes, mujeres, afrodescendientes, indígenas y jóvenes y para lograr la permanencia y motivación de la población objetivo, se planifican las siguientes actividades:

- Socializaciones con la población para garantizar total claridad sobre los alcances y objetivos del proyecto, evitar falsas expectativas y problemas de comunicación
- Visitas espontáneas del equipo nacional o local para verificar el cumplimiento de las actividades y compromisos adquiridos con la población objetivo.
- Reuniones de seguimiento permanente con los equipos en campo para garantizar que cuentan con todas las herramientas disponibles para garantizar el cumplimiento de los acuerdos con la población.
- Grupos focales con beneficiarios para identificar aciertos y fracasos, ajustar y mejorar la intervención.

Ver PRODOC en página 14

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1.

Evidence:

El proyecto toma como base la experiencia y conocimiento de la oficina de PNUD en Colombia y diseña sus componentes a partir de cuatro proyectos que vienen implementado sus actividades con resultados positivos durante los últimos años. En todos los casos, se cuentan con metodologías y enfoques que han sido probados y ajustados a través de los años. Adicionalmente, en los últimos meses el PNUD ha apoyado al DANE en el diseño de un visor de vulnerabilidades, una herramienta para identificar las áreas con mayor riesgo por COVID-19 en Colombia. Asimismo el PNUD apoyó al DNP para realizar un análisis de los impactos socioeconómicos de la crisis del COVID-19.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

El PNUD establecerá alianzas y esquemas de trabajo conjunto con socios nacionales y locales para fortalecer sus capacidades, promover la sostenibilidad del proyecto y abordar el desafío del desarrollo. El enfoque de desarrollo del PNUD se centra en la autosuficiencia y las asociaciones de múltiples interesados, promueve la movilización de capital público y privado y trabaja en conjunto con otros programas y estrategias nacionales y locales. Así mismo, el PNUD también generará interdependencias entre inversores de impacto, empresas inclusivas y empresas líderes, lo que dará como resultado un mayor valor compartido a través del sector privado. Por último, el PNUD se coordinará con las instituciones financieras locales y nacionales para mejorar el acceso de las MIPYMES a los servicios financieros, la capacitación y la inclusión.

Ver PRODOC página 13

PRINCIPLED

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the

relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

Las disparidades regionales y poblacionales, las cuales se han profundizado en el marco de la crisis generada por la pandemia, siguen siendo unos de los factores que evitan que el crecimiento no sea inclusivo y que particularmente ciertos grupos enfrenten duras barreras para ingresar y sostenerse en el mercado de trabajo, ejerzan sus derechos económicos, sociales y culturales y disfruten de una vida plena y decente. Los derechos implican reconocer y respetar la diversidad, a la vez que reducir la desigualdad. Siendo así, entender el desarrollo bajo un enfoque integral donde las personas puedan desarrollar su máximo potencial y llevar adelante una vida productiva de acuerdo con sus necesidades e intereses, sin discriminación alguna y bajo su reconocimiento como sujetos de derechos. En este sentido, el proyecto si cuenta con un enfoque de derechos y busca contribuir con sus acciones a los ciudadanos ejerzan sus derechos económicos y sociales.

8. Does the project use gender analysis in the project design?

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. (all must be true)

1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

Una de las áreas temáticas del proyecto es la reducción de la desigualdad de género. Se espera que los análisis, documentos y reportes que sean tomados como punto de partida para el desarrollo de estrategias y políticas tengan en cuenta la situación de las mujeres y la necesidad de desarrollar acciones específicas que contribuyan a reducir sus desigualdades en el marco de la crisis generada por la pandemia. Lo mismo se espera en otros componentes que tendrán a su cargo acciones específicas con la población, incluyendo el enfoque de género en los programas de empleo y fortalecimiento empresarial. Por ejemplo, en el componente 3, se identifica el enfoque de género: al menos el 50% de los puestos de trabajo disponibles deben ser desempeñados por mujeres y se dispondrá de horario de trabajo flexibles para las personas que realicen actividades de cuidado

Ver PRODOC página 6

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

El proyecto define acciones para promover la sostenibilidad:

- El establecimiento de ecosistemas multiactores nacionales y locales permitirá la creación o fortalecimiento de cadenas de valor de EPP. Estos ecosistemas permitirán al PNUD aprovechar los recursos y la experiencia locales al tiempo que fortalece las capacidades de las MIPYMES locales y las organizaciones comunitarias para diseñar, producir y distribuir EPP. Además, la estrategia de comunicación contribuirá a la sostenibilidad al impactar la mentalidad y el comportamiento de las personas con respecto al uso y adquisición de EPP, lo que también respaldará la propiedad local del proceso y ayudará a impulsar la reactivación económica al tiempo que protege su salud.
- La estrategia Cash for Productivity enfocará sus esfuerzos en la implementación de iniciativas comunitarias, y particularmente en actividades de impacto ambiental: reforestación, restauración ecológica, desobstrucción de fuentes de agua / arroyos, siembra de árboles, entre otras. Estas actividades son relevantes para la estrategia de empleo por dos razones principales: 1) intensidad de mano de obra y 2) alineación con el plan de desarrollo nacional del gobierno. Existe la oportunidad para que el PNUD establezca alianzas a mediano y posible largo plazo con instituciones locales y nacionales para dar continuidad a la estrategia y esquema de empleo de Dinero por Productividad. Además, el proceso de desarrollo de capacidades tanto para individuos como para organizaciones comunitarias les permitirá adquirir herramientas, habilidades y metodologías adicionales, aumentando así sus posibilidades de participar en proyectos e iniciativas de desarrollo adicional, ya sea de forma individual o colectiva.

Ver PRODOC página 14

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)

*Applicable only to option "SESP not required"

- 1: Preparation and dissemination of reports, documents and communication materials
- 2: Organization of an event, workshop, training
- 3: Strengthening capacities of partners to participate in international negotiations and conferences
- 4: Partnership coordination (including UN coordination) and management of networks
- 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- 6: UNDP acting as Administrative Agent

Evidence:

Ver el Anexo SESP

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are

not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

Los resultados, outputs e indicadores se encuentran detallados en el documento de proyecto. El sistema de M&E permite tener una revisión trimestral con el fin de identificar el progreso hacia los resultados y la implementación de acciones correctivas. Todos los componentes cuentan con Metas, resultados intermedios, indicadores de gestión e impacto.
Ver PRODOC en páginas 10-12 y 16

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management action or strong management justification must be given for a score of 1

Evidence:

Si, el proyecto cuenta con un mecanismo de gobernanza, el cual es detallado en el documento de proyecto. PNUD Colombia realizará las actividades necesarias para lograr los resultados esperados y mantendrá un diálogo permanente con USAID durante la duración del proyecto. Para lograrlo, el proyecto contará con los siguientes esquemas de coordinación:

Junta de proyecto: Estará compuesta por representantes a nivel de director del PNUD y USAID en Colombia. Esta junta será responsable de tomar decisiones estratégicas y recomendar estrategias y acciones para lograr los resultados esperados. Las decisiones de la Junta de Proyecto deben tomarse de acuerdo con normas que aseguren la gestión de los resultados de desarrollo, la rentabilidad, la equidad, la integridad, la transparencia y la competencia internacional efectiva.

Este proyecto aprobará un Plan de trabajo anual (POA) y monitoreará su progreso. La junta del proyecto se reunirá al menos una vez durante el año.

Comité Técnico: Estará constituido por representantes técnicos del PNUD y USAID en Colombia. Este comité será responsable de tomar decisiones estratégicas y operativas y garantizará que se gestionen y completen los hitos de gestión de proyectos adecuados. El comité se reunirá trimestralmente

La composición del equipo central del proyecto será la siguiente:

Jefe de proyecto: Responsable de la gestión diaria y toma de decisiones del proyecto en coordinación con contrapartes nacionales, regionales y locales.

Profesional en gestión del conocimiento: Responsable de las actividades y estrategias de gestión del conocimiento, y construcción de metodologías y toolkits.

Seguimiento y evaluación/territorial profesional: Seguimiento y evaluación del proyecto a nivel nacional y local, desarrollo de instrumentos y herramientas, informes y vinculación con territorios.

Soporte: Auxiliar administrativo y especialista en comunicaciones.

Especialistas, expertos y líderes de componentes. Especialistas específicos para la implementación del proyecto en sus 4 componentes.

Ver PRODOC en página 19

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Management action or strong management justification must be given for a score of 1.

Evidence:

Se realizó el formato de identificación de riesgos, así como las acciones de mitigación.
Ver anexo 3_ Risk Log

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

- i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
- ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
- iii) Through joint operations (e.g., monitoring or procurement) with other partners.
- iv) Sharing resources or coordinating delivery with other projects.
- v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- Yes
- No

Evidence:

El proyecto ha identificado los siguientes elementos para garantizar la eficiencia y eficacia en costos y en la gestión de recursos:

- Experiencia y conocimientos del PNUD en la implementación de estrategias de recuperación temprana. La experiencia previa y las metodologías contrastadas permitirán ahorrar tiempo y conocimientos, con el fin de dar un destino más eficiente a los recursos disponibles.
- Conocimiento y experiencia en el uso de mecanismos operativos y de ejecución. El PNUD cuenta con una importante experiencia en la ejecución de recursos, lo que le ha permitido conocer y utilizar de manera eficiente y eficaz los diferentes mecanismos operativos y administrativos de la organización.
- Articulación y alianzas con otros proyectos. El proyecto se articula con proyectos y áreas dentro del PNUD que han desarrollado las actividades propuestas en la TdC, con el fin de mejorar la rentabilidad. En este sentido, las actividades se realizarán en coordinación y alianza con proyectos de todas las áreas del programa
- Capacidad administrativa e idoneidad del PNUD. El PNUD tiene la capacidad y la experiencia para garantizar procesos administrativos y de contratación que garanticen la debida competencia, imparcialidad y eficiencia en la ejecución de los recursos

Ver PRODOC en página 15.

15. Is the budget justified and supported with valid estimates?

3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

X 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

Se ha definido el presupuesto del proyecto por cada uno de los outputs, el cual cuenta con la aprobación de USAID
Ver PRODOC en página 18

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence:

La oficina país recuperará los costos relacionados con el presente Proyecto.
Ver PRODOC en página 18

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?

- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.
- Not Applicable

Evidence:

En relación al beneficiario final, se han tomado como base las lecciones aprendidas y experiencias de los Proyectos del PNUD en las áreas estratégicas identificadas. Se ha acordado con USAID que la focalización se definirá en los primeros meses. Una vez definido, los componentes iniciarán el proceso de identificación de beneficiarios y se adelantará el proceso de validación con ellos.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- Yes
 No

Evidence:

El proyecto cuenta con un sistema de Medición, Seguimiento y Evaluación, que asegurará la ejecución efectiva del programa, y cuyo proceso recopila y analiza los productos y resultados del proyecto. Este sistema se encuentra alineado con las fases de planeación, ejecución y finalización, en donde se plantean actividades como la elaboración de planes de trabajo, gestión del riesgo, línea base, seguimiento y monitoreo, reportes, comités de Medición Seguimiento y Evaluación, informes y evaluación de los resultados. Adicionalmente una de las actividades tiene un enfoque en lecciones aprendidas y gestión del conocimiento, para generar oportunidades de mejora en el desarrollo del proyecto y al finalizar el mismo.

Ver PRODOC en página 17

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- Yes
 No

*Note: Management Action or strong management justification must be given for a score of "no"

Evidence:

El marcador de género es de GEN2 La igualdad de género como objetivo significativo

Ver Prodoc en página 1

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.

- 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

El Proyecto ha sido formulado por el PNUD tomando como insumo principal un proceso de reuniones e intercambios con el donante. Para su diseño se han consultado la información disponible generada por las entidades nacionales. Así mismo, se han sostenido reuniones con las potenciales administraciones locales que serian beneficiadas por el proyecto.

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- 1: Capacity assessments have not been carried out.
- Not Applicable

Evidence:

El PNUD establecerá alianzas y esquemas de trabajo conjunto con socios nacionales y locales para fortalecer sus capacidades, promover la sostenibilidad del proyecto y abordar el desafío del desarrollo. El enfoque de desarrollo del PNUD se centra en la autosuficiencia y las asociaciones con múltiples interesados, promueve la movilización de capital público y privado y trabaja en conjunto con otros programas y estrategias nacionales y locales. Sin embargo, este elemento se realizará una vez se finalice el proceso de focalización territorial con el donante.

Ver PRODOC en página 13

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- Yes
- No
- Not Applicable

Evidence:

El Proyecto cuenta con una estrategia de M&E con el fin de evaluar el progreso y los resultados de la intervención, así como la evaluación externa.

Ver PRODOC en página 17

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes

No

Evidence:

El PNUD establecerá alianzas y esquemas de trabajo conjunto con socios nacionales y locales para fortalecer sus capacidades, promover la sostenibilidad del proyecto y abordar el desafío del desarrollo. El enfoque de desarrollo del PNUD se centra en la autosuficiencia y las asociaciones con múltiples interesados, promueve la movilización de capital público y privado y trabaja en conjunto con otros programas y estrategias nacionales y locales. Se espera que el PNUD se coordine con las instituciones locales y nacionales para hacer la transferencia de los modelos y fortalecer sus capacidades para que puedan replicar los modelos una vez el PNUD se retire. Cada uno de los componentes he indicado las acciones que contribuirán a garantizar sus sostenibilidad, y se espera que el proyecto implemente una estrategia de salida durante el segundo semestre del 2022.

Ver PRODOC en página 13

Anexo [2]. Modelo de diagnóstico social y ambiental

El modelo completo, que constituye el Informe de diagnóstico social y ambiental, debe incluirse como un anexo del Documento del proyecto.

Información sobre el proyecto

Información sobre el proyecto	
1. Título del proyecto	Reactiva Colombia
2. Número del proyecto	133855 - Output 125594/125595, 125596, 125597
3. Ubicación (mundial/región/país)	Colombia

Parte A. Integración de los principios generales para fortalecer la sostenibilidad social y ambiental

PREGUNTA 1: ¿Cómo integra el proyecto los principios globales de manera tal de fortalecer la sostenibilidad social y ambiental?

Describe brevemente en el espacio a continuación la manera en que el proyecto incorpora el enfoque basado en los derechos humanos¹

Las disparidades regionales y poblacionales siguen siendo unos de los factores que evitan que el crecimiento no sea inclusivo y que particularmente ciertos grupos enfrenten duras barreras para ingresar y sostenerse en el mercado de trabajo, ejerzan sus derechos económicos, sociales y culturales y disfruten de una vida plena y decente. Si todas las personas son sujeto de derechos, la búsqueda de la igualdad y la equidad se convierte en imperativa, no así si son sujeto de necesidades. Los derechos implican reconocer y respetar la diversidad, a la vez que reducir la desigualdad. Siendo así, entender el desarrollo bajo un enfoque integral donde las personas puedan desarrollar su máximo potencial y llevar adelante una vida productiva de acuerdo con sus necesidades e intereses, sin discriminación alguna y bajo su reconocimiento como sujetos de derechos.

En el espacio a continuación, describa brevemente la manera en que el proyecto pretende mejorar la igualdad de género y el empoderamiento de la mujer

¹ La Declaración de la ONU sobre la Interpretación Común de los Enfoques para la Cooperación y Programación del Desarrollo basados en los Derechos Humanos (la Interpretación Común) busca asegurar que los organismos, los fondos y los programas de la ONU apliquen un enfoque coherente basado en los derechos humanos a los procesos comunes de programación a niveles mundial y regional, y especialmente a nivel de cada país, en relación con el CCA y el MANUD. Según la interpretación común:

- Todos los programas de cooperación, políticas y asistencia técnica para el desarrollo deben promover la materialización de los derechos humanos tal y como se expone en la Declaración Universal de Derechos Humanos y otros instrumentos internacionales relacionados con el tema.
- Los estándares sobre derechos humanos que forman parte de la Declaración Universal de Derechos Humanos y otros instrumentos relacionados con el tema, y los principios que emanan de ellos, orientan la totalidad de la cooperación y programación para el desarrollo en todos los sectores y en todas las etapas del proceso.
- La cooperación para el desarrollo contribuye a la formación de las capacidades de los "garantes de derechos" para cumplir con sus obligaciones y/o de los "titulares de derechos", de reivindicarlos.

Vea más en <http://hrbportal.org/the-human-rights-based-approach-to-development-cooperation-towards-a-common-understanding-among-un-agencies>.

Dentro del componente 3 de estrategia planteada se identifica el enfoque de género: al menos el 50% de los puestos de trabajo disponibles deben ser desempeñados por mujeres y se dispondrá de horario de trabajo flexibles para las personas que realicen actividades de cuidado. Así mismo, de manera transversal, uno de los grupos poblacionales priorizados para la atención son las mujeres

Describa brevemente en el espacio a continuación la manera en que el proyecto incorpora la sostenibilidad ambiental

El proyecto busca contribuir al desarrollo económico inclusivo y generar las condiciones para el proceso de reactivación económica, bajo un enfoque sostenible. Todos los componentes garantizarán la inclusión de este enfoque en sus acciones, y en específico el componente de infraestructura para el desarrollo incluirá actividades de impacto ambiental, las cuales aportan a las prioridades establecidas por el gobierno nacional en su plan de desarrollo.

Parte B. Identificación y gestión de los riesgos sociales y ambientales

PREGUNTA 2: ¿Cuáles son los posibles riesgos sociales y ambientales? <i>Nota: Describa brevemente los posibles riesgos sociales y ambientales identificados en el Adjunto 1 – Lista de verificación del diagnóstico de riesgos (sobre la base de las respuestas afirmativas (Sí)).</i>	PREGUNTA 3: ¿Cuál es el nivel de importancia de los posibles riesgos sociales y ambientales? <i>Nota: Responda las preguntas 4 y 5 a continuación antes de pasar a la pregunta 5</i>			PREGUNTA 6: ¿Qué medidas de evaluación y gestión social y ambiental se han tomado y/o se requieren para abordar los posibles riesgos (para riesgos de importancia moderada a alta)?
Descripción del riesgo	Impacto y probabilidad (1-5)	Importancia (baja, moderada, alta)	Comentarios	Descripción de las medidas de evaluación y gestión según se reflejan en el diseño del proyecto. Si se requiere una ESIA o SESA, tome en cuenta que deben considerar todos los posibles impactos y riesgos.
Riesgo de no cumplir con las expectativas de la población beneficiaria frente al alcance de la intervención del PNUD	I = 4 P = 1	Moderada		<ul style="list-style-type: none"> Socializaciones iniciales con la población para garantizar total claridad sobre el alcance y objetivos del proyecto, evitar falsas expectativas y problemas de comunicación.
Diferentes condiciones y eventos afectan la situación humanitaria, de seguridad y de estabilidad en las regiones debido al conflicto armado, contrabando, tráfico de drogas, ilegalidad, paramilitarismo y situaciones políticas.	I=4 P=3	Moderada		<ul style="list-style-type: none"> Generación de planes de respuesta rápida y de continuidad para hacer frente a crisis y desastres que pueden afectar el proyecto.
Incidencia de la pandemia COVID-19	I=4 P=4	Moderada		<ul style="list-style-type: none"> Emitir directrices o lineamientos para la modificación de procesos del proyecto frente a la emergencia sanitaria
PREGUNTA 4: ¿Cuál es la categorización general del riesgo del proyecto?				
Marque el recuadro correspondiente a continuación.			Comentarios	
Riesgo bajo			<input checked="" type="checkbox"/>	No cuenta con riesgos sociales y ambientales significativos.
Riesgo moderado			<input type="checkbox"/>	

	Riesgo alto	<input type="checkbox"/>	
	PREGUNTA 5: Sobre la base de los riesgos identificados y su categorización, ¿cuáles son los requisitos relevantes de los SES?		
	Marque todos los que aplican.		Comentarios
	Principio 1: Derechos humanos	<input checked="" type="checkbox"/>	
	Principio 2: Equidad de género y empoderamiento de la mujer	<input checked="" type="checkbox"/>	
	1. Conservación de la biodiversidad y gestión de los recursos naturales	<input type="checkbox"/>	
	2. Mitigación y adaptación al cambio climático	<input type="checkbox"/>	
	3. Seguridad y salud de la comunidad y condiciones laborales	<input type="checkbox"/>	
	4. Patrimonio cultural	<input type="checkbox"/>	
	5. Desplazamiento y reasentamiento	<input type="checkbox"/>	
	6. Pueblos indígenas	<input type="checkbox"/>	
	7. Prevención de la contaminación y uso eficiente de los recursos	<input type="checkbox"/>	

Aprobación definitiva

Firma	Fecha	Descripción
<p>Asesor de certificación de calidad (QA) Javier Pérez – Gerente Nacional Área Reducción de la Pobreza e Inequidad</p> 	26/01/2021	Funcionario del PNUD responsable del proyecto; normalmente es un oficial de programa del PNUD. Su firma final confirma que ha “verificado” para garantizar que el SESP se ha ejecutado correctamente.

<p>Aprobador de la garantía de calidad (QA) Alejandro Pacheco – Representante Residente Adjunto</p> 	26/01/2021	<p>Director superior del PNUD, normalmente el Director Adjunto para el País (DCD), Director para el País (CD), Representante Residente Adjunto (DRR) o Representante Residente (RR). Este funcionario no puede ser el mismo que el Asesor en asuntos de QA. La firma final confirma que han “visado” el SESP antes de enviarlo al PAC.</p>
<p>Presidente del PAC Alejandro Pacheco – Representante Residente Adjunto</p> 	26/01/2021	<p>Presidente del PAC de parte del PNUD. En algunos casos, también puede ser el Oficial de aprobador de QA. La firma final confirma que el SESP se consideró parte de la evaluación del proyecto y tomado en cuenta en las recomendaciones del PAC.</p>

Adjunto 1 del SESP. Lista de verificación del diagnóstico de los riesgos sociales y ambientales

Lista de verificación de los posibles riesgos sociales y ambientales		Respuesta (Sí/No)
Principio 1: Derechos humanos		
1.	¿Puede el proyecto traducirse en impactos adversos relativos al disfrute de los derechos humanos (civiles, políticos, económicos, sociales o culturales) de la población afectada y particularmente de los grupos marginados?	NO
2.	¿Hay alguna probabilidad de que el proyecto tenga efectos adversos en materia de desigualdad o discriminación para las poblaciones afectadas, particularmente de las personas que viven en pobreza o grupos o individuos marginados o excluidos? ²	NO
3.	¿Es posible que el proyecto restrinja la disponibilidad, la calidad y el acceso a los recursos o servicios básicos, en particular para los grupos o individuos marginados?	NO
4.	¿Existe alguna probabilidad de que el proyecto excluya a posibles actores claves afectados, en particular a grupos marginados, de participar plenamente en decisiones que los afectan?	NO
6.	¿Hay algún riesgo de que los garantes de derechos no tengan la capacidad necesaria para cumplir con sus obligaciones en este proyecto?	NO
7.	¿Hay algún riesgo de que los titulares de los derechos no tengan la capacidad de reivindicar sus derechos?	NO
8.	Habiendo tenido la oportunidad de hacerlo, ¿las comunidades o individuos locales han planteado inquietudes en materia de derechos humanos con respecto al proyecto durante el proceso de involucramiento de los actores claves?	NO
9.	¿Hay algún riesgo de que el proyecto agrave conflictos o genere violencia entre comunidades e individuos afectados?	NO
Principio 2: Igualdad de género y empoderamiento de la mujer		
1.	¿Existe alguna probabilidad de que el proyecto que se propone tenga impactos adversos sobre la igualdad de género y/o la situación de mujeres y niñas?	NO
2.	¿Potencialmente, el proyecto podría reproducir situaciones de discriminación contra la mujer sobre la base de su género, especialmente con respecto a la participación en el diseño y la implementación y acceso a oportunidades y beneficios?	NO
3.	¿Los grupos/líderes mujeres han planteado inquietudes en materia de igualdad de género en relación con el proyecto durante el proceso de involucramiento de los actores claves y estas se han incorporado en la propuesta general del proyecto y en la evaluación de los riesgos?	NO
4.	¿Limitará el proyecto la habilidad de las mujeres de usar, desarrollar y proteger los recursos naturales, tomando en cuenta los distintos roles y posiciones de hombres y mujeres en el acceso a bienes y servicios ambientales? <i>Por ejemplo, las actividades podrían desembocar en la degradación o agotamiento de los recursos naturales en comunidades que dependen de estos recursos para su sustento y bienestar.</i>	NO
Principio 3: Sostenibilidad ambiental: Las preguntas referidas al diagnóstico de los riesgos ambientales se incluyen en las preguntas relacionadas con el estándar específico a continuación.		

² No se admite la discriminación por razones de raza, etnia, género, edad, idioma, discapacidad, orientación sexual, religión, opinión política o de otro tipo, origen nacional, social o geográfico, propiedad, nacimiento u otro estado, incluido como indígena o miembro de una minoría. Se entiende que las referencias a "mujeres y hombres" u otros similares incluyen a hombres y mujeres, niños y niñas, y otros grupos discriminados sobre la base de su identidad de género, como personas transgénero o transexuales.

Estándar 1: Conservación de la biodiversidad y gestión sostenible de los recursos naturales		
1.1	¿Podría el proyecto afectar adversamente los hábitats (por ejemplo, hábitats modificados, naturales y críticos) y/o en los ecosistemas o los servicios que estos prestan? <i>Por ejemplo, a través de la pérdida, la conversión, la degradación o la fragmentación de los hábitats y los cambios hidrológicos.</i>	NO
1.2	¿Se encuentran algunas de las actividades propuestas para el proyecto dentro de hábitats críticos y/o zonas ambientalmente sensibles o sus alrededores, incluidas áreas protegidas legalmente (por ejemplo, reservas naturales, parques nacionales), zonas cuya protección ha sido propuesta o áreas reconocidas como tal por fuentes validadas y/o pueblos indígenas o comunidades locales?	NO
1.3	¿Involucra el proyecto cambios en el uso del suelo y los recursos que podrían afectar adversamente los hábitats, los ecosistemas y/o los medios de sustento? (Nota: Si se deben aplicar restricciones y/o limitaciones de acceso a las tierras, vea el Estándar 5).	NO
1.4	¿Las actividades del proyecto plantean riesgos para especies en peligro de extinción?	NO
1.5	¿El proyecto plantea el riesgo de introducción de especies exóticas invasivas?	NO
1.6	¿Involucra el proyecto la cosecha de bosques naturales, desarrollo de plantaciones o reforestación?	NO
1.7	¿Involucra el proyecto la producción y/o cosecha de poblaciones de peces u otras especies acuáticas?	NO
1.8	¿Involucra el proyecto la extracción, el desvío o la acumulación significativa de aguas superficiales o subterráneas? <i>Por ejemplo, construcción de represas, embalses, desarrollo de cuencas fluviales, extracción de aguas subterráneas.</i>	NO
1.9	¿Involucra el proyecto el uso de recurso genéticos (es decir, recolección y/o cosecha, desarrollo comercial)?	NO
1.10	¿Plantea el proyecto preocupaciones ambientales transfronterizas o mundiales potencialmente adversas?	NO
1.11	¿Redundará el proyecto en actividades de desarrollo secundarias o relevantes que podrían desembocar en efectos sociales y ambientales adversos, o generará impactos acumulativos con otras actividades actuales o que se están planificando en la zona? <i>Por ejemplo, un camino nuevo a través de zonas forestadas producirá impactos sociales y ambientales adversos directos (entre otros, tala forestal, movimientos de tierra, posible reubicación de habitantes). El camino nuevo también puede facilitar la usurpación de terrenos de parte de colonos ilegales o propiciar la instalación de recintos comerciales no planificados a lo largo de la ruta, incluso en zonas potencialmente sensibles. Se trata de impactos indirectos, secundarios o inducidos que se deben considerar. Además, si se planifican actividades similares en la misma área forestada, deben considerarse los impactos acumulativos de múltiples actividades (incluso si no forman parte del mismo proyecto).</i>	NO
Estándar 2: Mitigación y adaptación al cambio climático		
2.1	¿El proyecto que se propone producirá emisiones considerables ³ de gases de efecto invernadero o agravará el cambio climático?	NO
2.2	¿Los posibles resultados del proyecto serán sensibles o vulnerables a posibles impactos del cambio climático?	NO
2.3	¿Es probable que el proyecto que se propone aumente directa o indirectamente la vulnerabilidad social y ambiental al cambio climático ahora o en el futuro (conocidas también como prácticas inadaptadas)?	NO

³Respecto del CO₂, "emisiones considerables" significan en general más de 25.000 toneladas por año (de fuentes directas e indirectas). [La Nota orientativa sobre mitigación y adaptación al cambio climático provee información adicional sobre emisiones de GEI].

	<i>Por ejemplo, los cambios en la planificación del uso del suelo pueden estimular la urbanización ulterior de terrenos inundables, posiblemente aumentando la vulnerabilidad de la población al cambio climático, especialmente a las inundaciones</i>	
Estándar 3: Seguridad y salud de la comunidad y condiciones laborales		
3.1	¿Algunos elementos de la construcción, la operación o el desmantelamiento del proyecto implicaría posibles riesgos para la comunidad local en materia de seguridad?	NO
3.2	¿El proyecto plantea posibles riesgos para la salud y la seguridad de la comunidad debido al transporte, el almacenamiento, el uso y/o la disposición de materiales peligrosos (por ejemplo, explosivos, combustibles y otros productos químicos durante la construcción y la operación)?	NO
3.3	¿El proyecto involucra obras de infraestructura a gran escala (por ejemplo, embalses, caminos, edificios)?	NO
3.4	¿Las fallas de componentes estructurales del proyecto plantean riesgos para la comunidad (por ejemplo, el colapso de edificios o infraestructura)?	NO
3.5	¿Será el proyecto que se propone sensible a terremotos, subsidencia, deslizamientos de tierra, erosión, inundaciones o condiciones climáticas extremas o redundará en una mayor vulnerabilidad a ellos?	NO
3.6	¿El proyecto redundará en un aumento de los riesgos sanitarios (por ejemplo, enfermedades transmitidas por el agua u otros vectores o infecciones contagiosas como el VIH/Sida)?	NO
3.7	¿El proyecto plantea posibles riesgos y vulnerabilidades relacionados con la y la seguridad salud ocupacional debido a peligros físicos, químicos, biológicos y radiológicos durante las fases de construcción, operación y desmantelamiento?	NO
3.8	¿El proyecto apoya empleos o medios de sustento que pueden contravenir normas laborales nacionales e internacionales (como principios y normas de convenios fundamentales de la OIT)?	NO
3.9	¿Comprende el proyecto personal de seguridad que puede plantear un posible riesgo para la salud y la seguridad de las comunidades y/o individuos (por ejemplo, debido a la falta de capacitación o responsabilidad adecuadas)?	NO
Estándar 4: Patrimonio cultural		
4.1	¿Resultará el proyecto que se propone en intervenciones que podrían afectar negativamente sitios, estructuras u objetos de valor histórico, cultural, artístico, tradicional o religioso o patrimonio cultural intangible (por ejemplo, conocimientos, innovaciones, prácticas)? (Nota: Los proyectos destinados a proteger y conservar el Patrimonio cultural también pueden tener impactos adversos inesperados).	NO
4.2	¿Propone el proyecto el uso de formas tangibles y/o intangibles de patrimonio cultural para fines comerciales u otros?	NO
Estándar 5: Desplazamiento y reasentamiento		
5.1	¿Involucra el proyecto desplazamiento físico total o parcial y transitorio o permanente?	NO
5.2	¿Existe alguna posibilidad de que el proyecto derive en desplazamiento económico (por ejemplo, pérdida de activos o acceso a recursos debido a la adquisición o restricciones de acceso a la tierra, incluso sin que exista reubicación física)?	NO
5.3	¿Existe el riesgo de que el proyecto provoque desalojos forzados? ⁴	NO

⁴ Los desalojos forzados incluyen acciones y/u omisiones que implican el desplazamiento obligado o involuntario de individuos, grupos o comunidades de su hogar y/o tierras y recursos comunitarios que ocupaban o de los cuales dependen, dejando de ese modo al individuo, grupo o comunidad sin la capacidad de vivir o trabajar en una vivienda, residencia o ubicación en particular, sin proveer ni permitir el acceso a formas adecuadas de protección legal u otras.

5.4	¿Existe alguna posibilidad de que el proyecto que se propone afecte sistemas de tenencia de la tierra y/o derechos comunitarios a la propiedad/derechos consuetudinarios a la tierra, los territorios y/o los recursos?	NO
Estándar 6: Pueblos indígenas		
6.1	¿Hay pueblos indígenas en el área del proyecto (incluida el área de influencia del proyecto)?	NO
6.2	¿Existe la probabilidad de que el proyecto o partes de él se ubiquen en tierras y territorios reivindicados por pueblos indígenas?	NO
6.3	¿Podría el proyecto que se propone afectar los derechos, las tierras y los territorios de pueblos indígenas (independientemente de si dichos pueblos tienen títulos de propiedad legales sobre dichos terrenos)?	NO
6.4	¿Han faltado consultas culturalmente apropiadas destinadas a conseguir el consentimiento previo, libre e informado sobre temas que podrían afectar los derechos e intereses, las tierras, los recursos, los territorios y los medios de subsistencia tradicionales de los pueblos indígenas involucrados?	NO
6.4	¿Implica el proyecto que se propone el uso y/o el desarrollo comercial de recursos naturales en tierras y territorios reivindicados por pueblos indígenas?	NO
6.5	¿Existe la posibilidad de que se produzcan desalojos forzados o el desplazamiento económico o físico total o parcial de pueblos indígenas, incluido a través de restricciones de acceso a tierras, territorios y recursos?	NO
6.6	¿Afectará el proyecto negativamente las prioridades de desarrollo de los pueblos indígenas, tal y como ellos las definen?	NO
6.7	¿Podría el proyecto afectar las formas de vida tradicionales y la supervivencia física y cultural de los pueblos indígenas?	NO
6.8	¿Podría el proyecto afectar el patrimonio cultural de los pueblos indígenas, incluido a través de la comercialización o uso de sus conocimientos y prácticas tradicionales?	NO
Estándar 7: Prevención de la contaminación y uso eficiente de los recursos		
7.1	¿Podría el proyecto redundar en la emisión de contaminantes al medioambiente debido a circunstancias rutinarias y no rutinarias, con el potencial de causar impactos adversos locales, regionales y/o transfronterizos?	NO
7.2	¿Podría el proyecto que se propone redundar en la generación de desechos (tanto peligrosos como no peligrosos)?	NO
7.3	¿Podría el proyecto que se propone involucrar la fabricación, comercialización, liberación y/o uso de productos químicos y/o materiales peligrosos? ¿Propone el proyecto el uso de productos o materiales químicos prohibidos internacionalmente o sujetos a procesos de eliminación gradual? <i>Por ejemplo, DDT, PCB y otros productos químicos que están incluidos en convenios internacionales como el Convenio de Estocolmo sobre Contaminantes Orgánicos Persistentes y o el Protocolo de Montreal.</i>	NO
7.4	¿Involucra el proyecto que se propone la aplicación de pesticidas que pueden tener efectos negativos sobre el medioambiente o la salud humana?	NO
7.5	¿Incluye el proyecto actividades que requieran el consumo de cantidades considerables de materias primas, energía y/o agua?	NO

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Reactiva Colombia	Award ID: XXXX	Date: Dic 17 2020
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	La pandemia de COVID-19 se agrava o se produce una nueva crisis de salud que dificulta la implementación de las políticas y estrategias de recuperación temprana	Formulación del proyecto	Social	Este riesgo generaría impacto en los resultados y compromisos del proyecto. P = 4 I = 5	Realizar un plan de trabajo detallado de actividades como insumo para el seguimiento y monitoreo del proyecto. Emitir directrices o lineamientos para la modificación de procesos del proyecto frente a la emergencia sanitaria.	Coordinación Nacional del Proyecto.	Oficial de Programa		
2	El gobierno nacional y/o local experimenta una crisis institucional que dificulta el desarrollo del proyecto según lo inicialmente planeado.	Formulación del proyecto	Político	Este riesgo generaría impacto en los resultados y compromisos del proyecto. P=1 I=4	Procesos de planificación en los cuales se evalúan los planes de acción de los territorios en los cuales se llevará a cabo la intervención.	Coordinación Nacional del Proyecto.	Oficial de Programa		
3	Hay otra crisis nacional, como recesión económica, crisis política o desastre natural, que genera un contexto adverso al desarrollo del proyecto	Formulación del proyecto	Político	Este riesgo generaría impacto en los resultados y compromisos del proyecto. P=2 I=4	Generación de planes de respuesta rápida y de continuidad para hacer frente a crisis y desastres que pueden afectar el proyecto.	Coordinación Nacional del Proyecto.	Oficial de Programa		
4	Desafíos imprevistos para la ampliación del diseño, producción y distribución de EPI en diferentes territorios y contextos en Colombia.	Formulación del proyecto	Operacional	Este riesgo generaría impacto en los resultados y compromisos del proyecto. P=2 I=4	Establecer alianzas con socios nacionales y locales para fortalecer capacidades de las Mypimes. Establecer alianzas con el sector privado para aumentar la productividad de las Mipymes, distribuir y ampliar su acceso al mercado	Coordinación Nacional del Proyecto.	Oficial de Programa		
5	Resistencia de las MiPymes locales y las organizaciones comunitarias para ver la cadena de valor de EPP como una oportunidad económica.	Formulación del proyecto	Operacional	Este riesgo generaría impacto en los resultados y compromisos del proyecto. P=3 I=4	Socializar resultados financieros relacionados con la venta de EPPS en empresas Colombianas, para sensibilizar a Mypimes y comunidades del territorio. Generación de incentivos en las Mipymes para producir y comercializar EPPS	Coordinación Nacional del Proyecto.	Oficial de Programa		

6	Resistencia de las comunidades locales a usar EPP para protegerse y comportamientos apropiados de bioseguridad.	Formulación del proyecto	Operacional	Este riesgo generaría impacto en los resultados y compromisos del proyecto P=4 I=4	Campañas de sensibilización a las comunidades para fortalecer el uso de EPPS. Generación de incentivos para que las comunidades usen EPP y adquieran comportamientos apropiados de bioseguridad.	Coordinación Nacional del Proyecto.	Oficial de Programa		
7	Estallido de violencia o deterioro grave del entorno de seguridad en las zonas seleccionadas	Formulación del proyecto	Social	Este riesgo generaría impacto en los resultados y compromisos del proyecto y en la integridad de los actores que intervienen P=3 I=4	Seguimiento periódico de los territorios de intervención para una rápida respuesta y generación de acciones preventivas. Seguimiento de las recomendaciones de seguridad de UNDSS	Coordinación Nacional del Proyecto.	Oficial de Programa		