

## UNITED NATIONS DEVELOPMENT PROGRAMME



**PROJECT DOCUMENT**  
**UNDP COLOMBIA**

**Project Title:** Reactiva Colombia**Project Number:** 133855**Implementing Partner:** UNDP Colombia**Start Date:** 18<sup>TH</sup> December 2020 **End Date:** 28<sup>TH</sup> December 2023 **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

<b>Total resources required:</b>	USD \$26.510.073	
<b>Total resources allocated</b>	<b>TRAC PNUD:</b>	\$50.000
	<b>USAID:</b>	\$12.800.000
	<b>Government:</b>	\$13.660.073
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

Government	UNDP	Implementation Partner
Clarification:	Clarification: Sara Ferrer Olivella	Clarification: Felipe Orjuela
Date:	Date:	Date:

---

## 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.

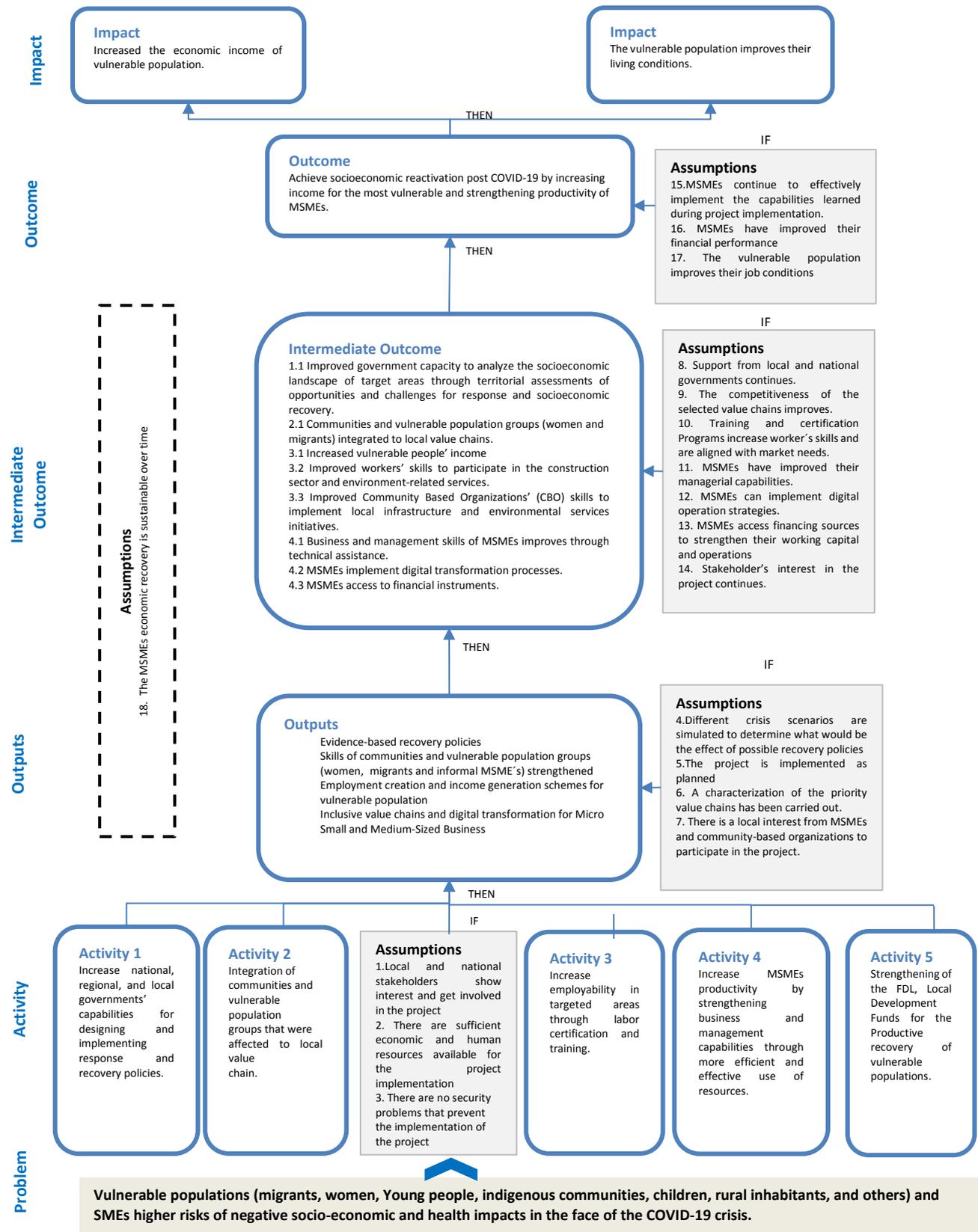
---

## 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 five 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. Integration of communities and vulnerable population groups that were affected to local value chains.**

The decline in GDP growth in Colombia and the increase in unemployment will worsen existing socioeconomic gaps and will more seriously affect vulnerable populations such as migrants, women, youth, and the informal sector. This has been a social crisis loaded on the most vulnerable groups, the incidence of multidimensional poverty has been greater in women and young people, who have fewer opportunities for formal employment.

On the other hand, the recovery of female employment has been slower, and micro-businesses owned by women have decreased in a greater proportion. For their part, the informal workers and migrants who already were left behind before the pandemic have been one of the most affected at the labor level.

The UNDP identified that more than 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 reveal that Colombia will suffer a regression in social and economic terms, and this will have a more severe impact on women, migrants, and the informal sector.

As a strategy to support government efforts to "leave no one behind", this component will implement measures for the recovery of groups especially affected by COVID-19 (women, migrants, informal businesses) linking them to value chains. It will contribute to generating value chains that work collectively and are resilient to health and socioeconomic crises, looking to prove from the behavioral sciences that collective work within the framework of value chains facilitates getting out of a crisis.

Through experimentation in behavioral, collective and resilience science issues, the generation of accurate data will be sought to generate an informed public policy. This component is thinking under the hypotheses that, with open competition, collective intelligence can be activated.

This will be developed under the assumption that it will be even more feasible for community organizations and MSMEs to withstand a crisis or even come out of it if collective perceptions and behaviors in their value chains are strengthened.

The generation of resilience, learning and recovery in value chains and communities will be sought for their reactivation, strengthening them through technical support to community organizations and MSMEs with which they work and providing distribution channels and communication strategies that complement them.

The targeting of interventions in component two will prioritize women, migrants, and informal workers.

Women are part of the strategic focus of component 2, due to the relevance of this population group, which has been one of the most affected by the pandemic and because of the intention of the project to generate learning lessons on interventions that build resilience in them to face future shocks.

Response and recovery policies and strategies will include a gender approach, and the UNDP team will adopt special measures to ensure that women have access to all the information and opportunities generated, recognizing that women lack equal access.

The project will provide technical assistance to Bogotá in the implementation of the District Care System<sup>1</sup>, through the design of a possible cost calculation of the different care services to be developed. It will also help georeferencing the existing healthcare offer, both from the private and community spheres, to articulate these data with the information available on the public healthcare offer. Integrating the gender approach, maximizing income generation opportunities and improving employment opportunities for them. The strategy will be aimed at supporting women, providing them with opportunities to fill knowledge and training gaps, as well as supporting entrepreneurship focused on women.

Migrants are one of the most vulnerable population segments and most affected by the difficulties derived from the COVID-19 emergency, the mandatory preventive isolation paralyzed their productive life while their access to health services, biosafety and financing to through credit or financial relief is little or non-existing. The main focus is to serve and facilitate the access of returned Venezuelan and Colombian migrants to improve their quality of life and promote the closing of labor gaps and contribute to reactivating the territorial economy.

The informals have been among the most affected in this situation: individualized activity, on the street, with reduced opportunity costs and without the guarantee of a vital minimum, (heterogeneous sector - dispersion of work hours). Therefore, it is necessary to give a Programmatic response, articulated with the regions, focused on informal micro-businesses for subsistence, which allows them to reactivate their businesses and access a comprehensive route of productive strengthening and progress in formalization.

Aware of the vulnerability of the informal population, the Vice Presidency of the Republic has been

---

<sup>1</sup> The District Care System articulates Programs and services, existing and new, to meet the demands for care in a co-responsible manner between the District, the Nation, the private sector, communities, and households.

<http://www.sistemadecuída.gov.co/>

developing a pilot Program to establish a reactivation route that promotes the stabilization and sustainability of informal micro-businesses, seeking their insertion into the formal productive apparatus.

The pilot projects allow the consolidation of an ecosystem of services that articulates the national and local offer. It is a Programmatic response, articulated with the regions, focused on informal subsistence microenterprises, which will allow them to reactivate their businesses and access a comprehensive route for productive strengthening and advance in formalization. UNDP will help to advance in the consolidation of this pilot strategy for the effective and safe reactivation of the informal population, so that they have the basis for their formalization through associativity, training and financial inclusion. With the support of UNDP Acceleration Laboratory (AccLab) there will be a contrast with the experience in Colombia with other international experiences, to analyze and propose adjustments to the Vice Presidency proposal from an experimental and behavioral science perspective.

### **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’s<sup>2</sup> 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). (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; d) to improve the conditions of the urban ecological structure and environmentally relevant areas of the city generating green jobs through the following activities: management and control of exotic species, gardening and landscaping in public spaces and y urban home gardens in agroecological routes e) 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.

---

<sup>2</sup> 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)

#### **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 platform<sup>3</sup>. 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 seeking alliances with the private sector to leverage additional resources (micro-credits) with USAID partners and other local actors for small businesses.

---

<sup>3</sup> Min TIC (2016) "Characterization of the formal and informal Colombian MSMEs and technology. Infométrika

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.

## **5. Strengthening of the FDL, Local Development Funds for the Productive recovery of vulnerable populations**

Within the framework of the routes for economic reactivation in the territories, it arises as a response to the crisis that the local business and productive tissue are going through, the strengthening of alliances with the administrations of the local mayors in the territories selected in the framework of this project, to support productive initiatives and local entrepreneurship,

This is how the strengthening of the FDL Local Development Funds are fundamental in the policies of economic reactivation of the localities as a mitigation strategy to avoid falling into poverty and extreme poverty of the population affected by the crisis. It starts from the diagnoses and particular problems of each local productive tissue, taking into account the endogenous characteristics of the productive dynamics given in each territory.

In 2020, the FDLs were leaders in the implementation of economic reactivation Programs that benefited people and companies in search of income generation, the maintenance of local jobs and the reactivation of MSMEs.

This is how this project builds the strategy to strengthen the FDL aimed at the vulnerable population of the localities with two lines of action:

- Strengthening and capitalization of survival businesses for the vulnerable population

This line of action goes in two ways: a) strengthening skills for entrepreneurship and business development that include managerial skills, digital skills to undertake, financial skills, productive chains and digital marketing; b) capitalization that provides resources to these enterprises affected by COVID-19 so that they can return or maintain their activities, protecting household income; This process is linked to a commitment to assist the strengthening process.

- Strengthening and capitalization of micro-enterprises of vulnerable population

Considering the risk of closure of the businesses in progress of the microentrepreneurs of the localities due to their scarce training in administrative and organizational management, it is proposed to

implement a technical assistance process aimed at strengthening the business units and their reopening of operations in the following dimensions.

- Advice on the implementation of digital transformation measures
- Business strengthening from the adoption of high-value management tools in the areas of finance, marketing, operations and strategy, and human talent
- Technical support through mentoring in electronic commerce, in the implementation of sales strategies for the products / services of the production unit, using the internet and digital tools

For capitalization, MSMEs will be supported in the recovery and reactivation due to the effects of COVID-19 and in linking with the existing institutional offer for business strengthening formalization, productivity, business development.

---

### **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. Integration of communities and vulnerable population groups that were affected to local value chains.**

Intermediate results (IR) and activities:

##### 2.1 Improved workers' skills to participate in the labor market:

- Support companies and individuals (migrants, host community and Colombian returnee) for employability and labor inclusion gaps mitigation
- Developing technical skills training for vulnerable individuals (migrants, host community and Colombian returnee)
- Promote employment links up for migrants, host community and Colombian returnee

##### 2.2 Business and management skills of MSMEs and survival businesses improves through technical assistance.

- Support for closing inclusion gaps in MSMEs, survival businesses and productive organizations of women, migrants, host community and Colombian returnee implementing the Small Producers and Service Providers Development Program

- Train Small Producers and Service Providers in management skills related to finance, marketing, strategy, operations, and talent management through Responsible Parties
- Improve market analysis, strategic planning, and financial forecasting capabilities Small Producers and Service Providers.
- Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management.
- Link Small Producers and Service Providers to bigger companies for commercial proposes to enrich a value chain.

### **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 social security schemes

#### 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 through Responsible Parties
- 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.

### **5. Strengthening of the FDL, Local Development Funds for the Productive recovery of vulnerable populations**

## 5.1. Survival businesses for vulnerable populations strengthened and capitalized at the local level

### Planned actions:

- Provide resources to entrepreneurs so that they can return or maintain their productive activities, ensuring the generation of income (\$ 3,000,000 Colombian pesos per entrepreneur). The UNDP will accompany the delivery of the resource, accompanying and monitoring the investment route that the entrepreneurs generate to test their needs and investment plans with the resource to be delivered.
- Accompaniment to entrepreneurs to strengthen their business skills. There are a total of 5 knowledge topics to provide in each venture, which are: managerial skills, digital skills to undertake, Finance, Productive chains and Digital Marketing.
- Bringing entrepreneurs closer to the offer of financial services appropriate to their needs, favoring the opening of electronic wallets for the receipt of capitalization resources and the strengthening of financial capacities for a conscious and informed use of financial services.

## 5.2. Micro-enterprises of vulnerable population strengthened and capitalized at the local level

### Planned actions:

- Provide advice on the implementation of digital transformation measures, through the UNDP methodological package
- Strengthen business capacities from the adoption of high-value management tools in the areas of finance, marketing, operations and strategy and human talent, from the methodology of the Business Habits Program, developed by UNDP
- Delivery of capitalizations to micro and small companies in order to support their reactivation process and contribute to the acquisition and payment of working capital. The value of the capitalizations will be TEN MILLION PESOS (\$ 10,000,000) per company.

## Outputs and activities

OUTPUT 1: Increased capabilities for designing and implementing response and recovery policies.		
<b>Activity 1</b>	Response and recovery policies	Start date: Dic. 2020 End date: Dic. 2023
<b>Purpose</b>	Increase national, regional and local governments' capabilities for designing and implementing response and recovery policies.	
<b>Description</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Collect primary and secondary data concerning socioeconomic conditions (health, poverty and labor market) and MSMEs' needs</li> <li>• Process and analyze data collected.</li> <li>• Transfer capacity to governments to use the information generated for designing response and recovery strategies and policies.</li> <li>• Design and implementation of strategies to improve government capacity to monitor socioeconomic conditions and MSMEs' needs.</li> <li>• Design a platform with dashboards to monitor the above-mentioned indicators.</li> <li>• Perform simulations of different socioeconomic scenarios.</li> <li>• Transfer capacity to governments to implement the monitoring system through the platform designed in the early recovery period.</li> </ul>	

Quality criteria	Quality method	Evaluation
<ul style="list-style-type: none"> <li>- Number of governmental institutions with strengthened capacities to assess opportunities and challenges for economic recover</li> <li>- Number of investigation documents and tools developed</li> </ul>	Progress reports Strengthening process evidence	Biannual

OUTPUT 2: Integration of communities and vulnerable population groups that were affected to local value chain		
<b>Activity 1</b>	Vulnerable population integrated to value chains in Bogotá, La Guajira, Santander, Antioquia and, Atlántico	Start date: Dic. 2020 End date: Dic. 2023
<b>Purpose</b>	Contribute to the inclusive economic recovery of informal workers, women and migrant population, through the development and implementation of a model of inclusion of value chains through relationships of supply, formalization or employment.	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Design strategies to integrated vulnerable population to local value chains (focused women, migrants, host community and Colombian returnees) for 4 cities.</li> <li>• Support the employability strategy implementation.</li> <li>• Support the entrepreneurship strategy implementation to strengthen Survival Businesses.</li> <li>• Follow up responsible parties during the operative plan implementation.</li> <li>• Design and implement a monitoring and reporting system.</li> <li>• Hiring of technical and administrative personnel for operation support.</li> </ul> <p><b>Business strengthening Route</b></p> <p>In alliance with <i>Cámara de Comercio de La Guajira, Cámara de Comercio de Barranquilla, Cámara de Comercio de Bucaramanga, Inexmoda and Cámara de Comercio de Bogotá</i> the Suppliers Development Programme will be implemented in order to promote the economic reactivation of micro and small businesses in La Guajira, the city of Barranquilla and its metropolitan area (Soledad, Malambo, Galapa and Puerto Colombia), the city of Bucaramanga and its metropolitan area (Floridablanca, Piedecuesta and Girón), the city of Medellín and its metropolitan area (Bello, Itagüí, Envigado, Don Matías, Santuario, Sabaneta, Estrella, Caldas, Girardota, Copacabana y Guarne), and Bogotá. The implementation of the activities will be focused on the integration of prioritized vulnerable population (such as migrants, Colombian returnees, and host community in the mentioned territories) in local value chains.</p> <p>In an effort to promote the development of the productive chain and the improvement in the competitiveness of the supplier's network, The Business Strengthening Route will implement the following activities:</p> <ul style="list-style-type: none"> <li>- Identify the Supply and demand in the territory.</li> <li>- Gather beneficiaries' information through baseline and endline surveys.</li> <li>- Identify and develop a group of small producers to incorporate them as suppliers of small, medium, and large companies.</li> <li>- Design the business improvement plan for each of the companies participating in the Program to enhance its competitiveness.</li> <li>- Develop specialized technical assistance in the field, based on the components to be improved identified in the baseline and the acquisition criteria set forth by large, medium, and small companies.</li> <li>- Foster the interaction between client companies and potential suppliers, favoring integration and business relationships.</li> <li>- Documentation of results</li> <li>- Identify and systematize lessons learned.</li> <li>- Establish a strategy to replicate the experience.</li> </ul> <p><b>Inclusive Employment Route</b></p>	

In Alliance with *Cámara de Comercio de La Guajira*, *Fundación Colombia Incluyente*, *Caja de Compensación Familiar Comfenalco Santander*, *Coporación Organización el Minuto de Dios* and *Caja de Compensación Familiar Compensar*, the Inclusive Employment Route will be carried out in La Guajira, Atlántico, Santander, Antioquia and Bogotá, through the implementation of the following activities:

- Implement the Inclusive Employment Route, with an emphasis on the migrant population from Venezuela, Colombian returnees, and host population, which contributes to early recovery, territorial economic reactivation and improves the productivity levels of companies
- Promote the employment of vulnerable population, with emphasis on migrants from Venezuela, Colombian returnees, and the host population, through the promotion and application of the Inclusive Employment Route.
- Implement focused and strategic business management, through a process of awareness-raising and coordinated work with MSMEs and large companies in the territory to ensure their participation in the inclusive employment route and make available the vacancies to which the participating population will apply.
- Disseminate the Program to the vulnerable population to register them and make their job profile available to the inclusive employment route
- Review the job profiles registered by the participating population and identify and select those that match the vacancies, to be sent to registered companies.
- Mitigate an employability barrier according to the need identifies in each of the selected candidates, through the provision of the following services: cultural awareness workshops, soft skills training, technical training courses, guidance for financial inclusion, occupational guidance, among others.
- Promote the effective employment of vulnerable population selected in the Inclusive Employment Route, through the delivery of incentives to companies for the generation of new employment.

Together with *Fundación Corona*, technical, administrative, operational, and financial efforts will be joined for the implementation of awareness, qualification and accompaniment processes and the contribution of Sustainable Development Goals agenda in Colombia, especially but not exclusively related to the promotion of decent work and economic growth. In this sense, four specific objectives are established:

- Raise awareness among the companies participating in the UNDP's "Recorrer" Inclusive Employment Route about the importance of inclusive employment within the stages set out in the *Guía de Promoción del Empleo Inclusivo*, and show the barriers faced by different population groups with labor market insertion difficulties.
- Carry out a self-diagnosis of the companies participating in the "Recorrer" Inclusive Employment Route to determine their level of maturity in relation to Inclusive Employment.
- Qualify through focused workshops and a work plan of recommendations to the participating companies within the stages set out in the *Guide for the Promotion of Inclusive Employment*.
- Support the adjustment and launch of the *Informe Nacional del Empleo Inclusivo (INEI) 2021-2022*.

### **Confecoop**

The general objective of this alliance is to combine technical, administrative and financial efforts between the District Secretariat for Women, the United Nations Development Program and Confecoop to promote the economic autonomy of caregiver women by strengthening their associative productive organization and the organization of the unpaid care work. In this sense, three specific objectives are established:

	<ul style="list-style-type: none"> <li>• O1 Strengthen the capacities of 29 productive organizations of caregiver women that work from the solidarity economy.</li> <li>• O2 Strengthen the capacities of up to 300 caregiver women in socio-emotional skills, rights and solidarity economy.</li> <li>• O3 Promote the economic autonomy of caregiver women through personalized strategies to approach markets for 29 productive organizations.</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>·Number of individuals employed</li> <li>·Number of Survival Businesses strengthened</li> <li>·Number of productive organizations strengthened (women)</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>Strengthening process evidence</li> <li>Lessons learned</li> <li>Beneficiaries database</li> </ul>	Biannual

<b>OUTPUT 3: Increased employability in targeted areas through labor certification and training</b>		
<b>Activity 1</b>	Employability for vulnerable households	Start date: Dic. 2020 End date: Dic. 2023
<b>Purpose</b>	Increased employability through labor certification and training in targeted areas most affected by COVID-19 and other unanticipated shocks.	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Temporary paid positions made available</li> <li>• Enrollment in comprehensive social security schemes (i.e., health, pension, vacations and other social benefits)</li> <li>• Workers' skills improved to participate in the construction sector and environment-related services</li> <li>• "Learning by doing" scheme carried out on construction and environmental services</li> <li>• Development of certified job skills training related to construction and environmental services</li> </ul> <p><i>Escuela Taller</i>: is one of the initiatives led by the Ministry of Culture since 2009, through the Heritage Directorate, in 10 places in Colombia, where heritage is recovered and traditional trades. Culture, entrepreneurship, and training for work and human development are articulated, to promote the social and economic development of the country based on the strengthening and recovery of its traditions.</p> <p>The <i>Escuela Taller Cali</i> is an educational institution for work and human development with emphasis on ancestral pedagogies interested in the patrimonial rescue of trades in carpentry, restoration, construction kitchen and gardening.</p> <p>Given its purpose, its experience and knowledge of the territory, Escuela Taller is a strategic ally for the employability Program with an environmental focus in the city of Cali.</p> <ul style="list-style-type: none"> <li>• Community Based Organizations (CBO) skills for implementing local infrastructure and environmental services initiatives improved</li> <li>• Hiring of technical and administrative personnel to support CBOs' on ground implementation</li> <li>• Strengthening in human and financial resources management</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>

<ul style="list-style-type: none"> <li>·Number of temporary jobs created</li> <li>·Number vulnerable individuals and workers trained</li> <li>·Number vulnerable individuals and workers certified</li> <li>·Number community initiatives implemented by CBOs</li> <li>·Number of strengthened organizations technically and administratively strengthened through Low Value Grants -LVG.</li> </ul>	Progress reports	Biannual
--	------------------	----------

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

<b>Activity 1</b>	MSME productivity and revenue.	Start date: Dic. 2020 End date: Dic. 2023
<b>Purpose</b>	Increase MSMEs productivity by strengthening business and management capabilities through more efficient and effective use of resources	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Design and implementation of strategies to Improve MSME business and management skills, affected by the pandemic and other unprecedented shocks</li> <li>• Identify and select implementing partners/responsible parties to carry out the training activities.</li> <li>• Follow up responsible parties during the operative plan implementation</li> <li>• Promote increased productivity and competitiveness of medium-sized companies, through technical support under the methodology of the Supplier Development Program.</li> <li>• Support the implementation of the Microfranchise Program, through the allocation of non-refundable capital to support the start-up of the business units.</li> <li>• Design and implementation of Programs to Foster access to financial instruments.</li> <li>• Link MSMEs to financial instruments such as credits, microloans, micro-insurances and others.</li> <li>• Help MSMEs obtain investment from impact investors to increase private capital leverage</li> <li>• Generate new commercial agreements between MSMEs and anchor companies to catalyze new or improved purchase agreements.</li> <li>• Guarantee and validate the quality of the products and results of the operator in each territory.</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>• Number of MSME with increase of sales</li> <li>• Number MSME strengthened in administrative, commercial and financial areas.</li> <li>• Number of MSME with capital leveraged from financing mechanisms.</li> <li>• Full-time equivalent jobs of MSMEs.</li> <li>• Value of annual sales of productive units.</li> <li>• Value of Incremental sales.</li> <li>• Average sales of productive units.</li> <li>• Number of MSME implementing at least 8 management skills.</li> <li>• Number of MSME that implement digital tools.</li> <li>• Value of USG-supported financial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible Parties Agreements signed, technical follow up reports</li> <li>• Beneficiaries database update with verified processes and information.</li> <li>• Technical follow up reports</li> <li>• PDP evidences (Work Plan, contacts between anchor company and beneficiaries)</li> <li>• Microfranchises evidences (Work Plan, contacts between anchor company and beneficiaries)</li> </ul>	Biannual

<b>OUTPUT 4: Increased MSMEs productivity and revenue by strengthening business and management capabilities.</b>		
<b>Activity 2</b>	MSME productivity and revenue from Cali	Start date: Dic. 2020 End date: Dic. 2023
<b>Purpose</b>	Support the implementation of the different local economic recovery service routes, income generation and business development for entrepreneurs of micro, small and medium-sized enterprises in the city of Cali and the municipalities that they are part of the jurisdiction of the Cali Chamber of Commerce	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Support collective training through virtual sessions of En Marcha Digital to promote the use of digital tools in registered micro and small companies</li> <li>• Strengthen the business capacities of the companies linked to the service route to micro and small businesses, through technical support under the Business Habits methodology and the implementation of the Electronic Commerce Mentoring scheme.</li> <li>• Support the implementation of the Business and Digital Habits Route, through the implementation of the capitalization process of the participating entrepreneurs</li> <li>• Train MSMEs in business and management skills related to finance, marketing, strategy, operations, and talent management.</li> <li>• Improve market analysis, strategic planning, and financial forecasting capabilities of MSMEs.</li> <li>• Provide MSMEs with access to digital tools and guide them in using these tools for commercial purposes.</li> <li>• Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management.</li> <li>• Promote increased productivity and competitiveness of medium-sized companies, through technical support under the methodology of the Supplier Development Program.</li> <li>• Support the implementation of the Microfranchise Program, through the support of experts, and the allocation of non-refundable capital to support the start-up of the business units.</li> <li>• Maintain updated information on the beneficiaries of the strategy based on the diagnosis and work plan fulfillment.</li> <li>• Support access to financial solutions through personalized support and / or financial strengthening.</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>• Number of MSME with increase of sales</li> <li>• Number MSME strengthened in administrative, commercial and financial areas.</li> <li>• Number of MSME with capital leveraged from financing mechanisms.</li> <li>• Full-time equivalent jobs of MSMEs.</li> <li>• Value of annual sales of productive units.</li> <li>• Value of Incremental sales.</li> <li>• Average sales of productive units.</li> <li>• Number of MSME implementing at least 8 management skills.</li> <li>• Number of MSME that implement digital tools.</li> <li>• Value of USG-supported financial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical follow up reports</li> <li>• Business Habits strengthening evidences (Work Plan, Replicability instrument)</li> <li>• Beneficiaries database update</li> </ul>	Annual
<b>OUTPUT 4: Increased MSMEs productivity and revenue by strengthening business and management capabilities.</b>		
<b>Activity 3</b>	MSME productivity and revenue from Bogotá	Start date: Dic. 2020 End date: Dic. 2023

<b>Purpose</b>	Support the implementation of the different local economic recovery service routes, income generation and business development for entrepreneurs of micro, small and medium-sized enterprises in the city of Bogota.	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Support collective training through virtual sessions of En Marcha Digital to promote the use of digital tools in registered micro and small companies</li> <li>• Strengthen the business capacities of the companies linked to the service route to micro and small businesses, through technical support under the Business Habits methodology and the implementation of the Electronic Commerce Mentoring scheme.</li> <li>• Support the implementation of the Business and Digital Habits Route, through the implementation of the capitalization process of the participating entrepreneurs</li> <li>• Train MSMEs in business and management skills related to finance, marketing, strategy, operations, and talent management.</li> <li>• Improve market analysis, strategic planning, and financial forecasting capabilities of MSMEs.</li> <li>• Provide MSMEs with access to digital tools and guide them in using these tools for commercial purposes.</li> <li>• Advise and train entrepreneurs to transform their digital approach to finance, marketing, strategy operations, and talent management.</li> <li>• Promote increased productivity and competitiveness of medium-sized companies, through technical support under the methodology of the Supplier Development Program.</li> <li>• Support the implementation of the Microfranchise Program, through the support of experts, and the allocation of non-refundable capital to support the start-up of the business units.</li> <li>• Maintain updated information on the beneficiaries of the strategy based on the diagnosis and work plan fulfillment.</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>• Number of MSME with increase of sales</li> <li>• Number MSME strengthened in administrative, commercial and financial areas.</li> <li>• Number of MSME with capital leveraged from financing mechanisms.</li> <li>• Full-time equivalent jobs of MSMEs.</li> <li>• Value of annual sales of productive units.</li> <li>• Value of Incremental sales.</li> <li>• Average sales of productive units.</li> <li>• Number of MSME implementing at least 8 management skills.</li> <li>• Number of MSME that implement digital tools.</li> <li>• Value of USG-supported financial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical follow up reports</li> <li>• Business Habits strengthening evidences (Work Plan, Replicability instrument)</li> <li>• Beneficiaries database update</li> </ul>	Annual

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 1</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in "Barrios Unidos".	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in of Barrios Unidos.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Barrios Unidos district	Progress reports Databases  Goals: 218 vulnerable population survival businesses strengthened and capitalized in Barrios Unidos district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 2</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Bosa	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Bosa	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Bosa district  Number of micro-enterprises strengthened and capitalized in Bosa district  Number of commercial events carried out to promote local sales in Bosa (Fairs) district	Progress reports Databases  Goals: 701 survival businesses strengthened and capitalized in Bosa district  262 micro-enterprises strengthened and capitalized in Bosa district  2 commercial event (Fair) carried out to promote sales in Bosa district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 3</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Fontibon	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Fontibon	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized in Fontibon district  Number of micro-enterprises strengthened and capitalized in Fontibon district	Progress reports Databases  Goals: 80 survival businesses strengthened and capitalized in Fontibon district  39 micro-enterprises strengthened and capitalized Fontibon district  1 commercial event (Fair) carried out to promote sales in Bosa district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 4</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Suba district	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Suba district	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized in Suba district  Number of micro-enterprises strengthened and capitalized in Suba district  Number of commercial events (Fairs) carried out to promote local sales	Progress reports Databases  Goals: 555 survival businesses strengthened and capitalized in Suba district  108 micro-enterprises strengthened and capitalized in Suba district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 5</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Ciudad Bolívar	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Ciudad Bolivar	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized in Ciudad Bolívar district  Number of micro-enterprises strengthened and capitalized in Ciudad Bolívar district	Progress reports Databases  Goals: 798 survival businesses strengthened and capitalized in Ciudad Bolívar district  440 micro-enterprises strengthened and capitalized in Ciudad Bolívar district  4 commercial events (Fair) carried out to promote sales in Bosa district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 6</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Tunjuelito	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Tunjuelito	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized in Tunjuelito district  Number of commercial events (Fairs) carried out to promote local sales in Tunjuelito district	Progress reports Databases  Goals: 170 survival businesses strengthened and capitalized in Tunjuelito district  2 Number of commercial events (Fairs) carried out to promote local sales in Tunjuelito district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 7</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Puente Aranda	Start date: June 2021 End date: December 2022
<b>Purpose</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Puente Aranda district	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process.	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Puente Aranda district	Progress reports Databases  Goals: 93 survival businesses strengthened and capitalized in Puente Aranda district 31 micro-enterprises strengthened and capitalized in Ciudad Bolívar district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 8</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in "Santa Fé"	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Santa Fé" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Santa Fé district  Number of micro-enterprises strengthened and capitalized in Santa Fé district  Number of commercial events (Fairs) carried out to promote local sales in Santa Fé district  .	Progress reports Databases  Goals: 107 vulnerable population survival businesses strengthened and capitalized in Santa Fé district  30 micro-enterprises strengthened and capitalizes in Santa Fé district  1 commercial events (Fairs) carried out to promote local sales in Santa	December 2022

		Fé district.	
Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations			
<b>Activity 9</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Usme	Start date: June 2021 End date: December 2022	
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Usme" district.		
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process		
Quality criteria		Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Usme		Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Usme		Goals: 375 vulnerable population survival businesses strengthened and capitalized in Usme district	
Number of commercial events (Fairs) carried out to promote local sales in Usme district.		82 micro-enterprises strengthened and capitalized in Usme	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations			
<b>Activity 10</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Antonio Nariño	Start date: June 2021 End date: December 2022	
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Antonio Nariño" district.		
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process		
Quality criteria		Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Antonio Nariño		Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Antonio Nariño		Goals: 25 survival businesses strengthened and capitalized in Antonio Nariño district	
		40 micro-enterprises strengthened and capitalized in Antonio Nariño	

	district.	
--	-----------	--

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 11</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in San Cristobal	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "San Cristobal" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in San Cristobal	Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in San Cristobal	Goals: 300 survival businesses strengthened and capitalized in San Cristobal district.	
Number of commercial events (Fairs) carried out to promote local sales in San Cristobal district.	93 micro-enterprises strengthened and capitalized in San Cristobal district	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 12</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in "Engativa"	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Engativa" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized in Engativa	Progress reports Databases	December 2022
Number of survival businesses strengthened in Engativá	Goals: 6 survival businesses strengthened and capitalized in Engativa district	
	217 survival businesses strengthened in Engativá district	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 13</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Kennedy	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Kennedy" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened in Kennedy	Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Kennedy	Goals: 487 survival businesses strengthened in Kennedy district 273 micro-enterprises strengthened and capitalized in Kennedy district	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 14</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Rafael Uribe Uribe	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Rafael Uribe Uribe" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
Quality criteria	Quality method	Evaluation
Number of survival businesses strengthened and capitalized Rafael Uribe Uribe	Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Rafael Uribe Uribe	Goals: 161 survival businesses strengthened and capitalized Rafael Uribe Uribe district	
Number of commercial events (Fairs) carried out to promote local sales in Rafael Uribe Uribe district.	210 micro-enterprises strengthened and capitalized in Rafael Uribe Uribe district  5 commercial events (Fairs) carried out to promote local sales in Rafael Uribe Uribe district	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 15</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Usaquén	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Usaquen" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized Usaquén	Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Usaquén	Goals: 157 survival businesses strengthened and capitalized Usaquén district  57 micro-enterprises strengthened and capitalized in Usaquén district.	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 16</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Teusaquillo	Start date: June 2021 End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Teusaquillo" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized Teusaquillo	Progress reports Databases	December 2022
Number of micro-enterprises strengthened and capitalized in Teusaquillo	Goals: 51 survival businesses strengthened and capitalized Teusaquillo district  64 micro-enterprises strengthened and capitalized in Teusaquillo district	

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 17</b>	Local vulnerable populations economic recovery	Start date: June 2021

	within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of micro-enterprises and survival businesses in Chapinero	End date: December 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in "Chapinero" district.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income. This process is linked to a commitment to assist the strengthening process	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized Chapinero	Progress reports Databases  Goals: 95 Number of survival businesses strengthened and capitalized in Chapinero district	December 2022

Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 18</b>	Local vulnerable populations economic recovery within Bogotá's district development plan: "A new social and environmental contract for the 21st century 2020-2024" through the strengthening and capitalization of survival businesses in all local districts in Bogota	Start date: June 2021 End date: June 2022
<b>Purpose:</b>	Contribute to the local economic recovery by guarantying access, productive inclusion, and business endeavors of vulnerable populations in Bogotá.	
<b>Description</b>	Strengthening skills for business endeavors and business development that include management, digital, financial skills, productive chains, and digital marketing.  Capitalization provides resources to affected enterprises by COVID-19 so that they can resume or maintain their activities, protecting household income.	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
Number of survival businesses strengthened and capitalized	Progress reports Databases  Goals: 4379 Number of survival businesses strengthened and from which 3806 capitalized in Bogotá district	June 2022

OUTPUT 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations		
<b>Activity 19</b>	MSME productivity and revenue from Bogotá	Start date: Dic. 2020 End date: Dic. 2022
<b>Purpose</b>	Support the implementation of the different local economic recovery service routes, income generation and business development for entrepreneurs of micro, small and medium-sized enterprises in the city of Bogota.	

<b>Description</b>	<ul style="list-style-type: none"> <li>• Support collective training through virtual sessions of En Marcha Digital to promote the use of digital tools in registered micro and small companies</li> <li>• Strengthen the business capacities of the companies linked to the service route to micro and small businesses, through technical support under the Business Habits methodology and the implementation of the Electronic Commerce Mentoring scheme.</li> <li>• Support the implementation of the Business and Digital Habits Route, through the implementation of the capitalization process of the participating entrepreneurs</li> <li>• Maintain updated information on the beneficiaries of the strategy based on the diagnosis baseline, care plan and exit line.</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>• Number of MSMEs accompanied through the Business Habits methodology.</li> <li>• Percentage of information gathering of the beneficiaries of the business habits Program</li> <li>• Number of MSMEs capitalized through the Business Habits methodology.</li> </ul>	Progress reports Databases  Goals: <ul style="list-style-type: none"> <li>- 4.365 MSMEs accompanied through the Business Habits methodology.</li> <li>- 100% of information gathering of the beneficiaries of the business habits Program</li> <li>- 4.365 MSMEs capitalized through the Business Habits methodology.</li> </ul>	Annual

<b>OUTPUT 6: Increased employability skills for jobs to promote green recovery in Bogotá - Distrito Capital through the generation of labour certification and training with focus in vulnerable women</b>		
<b>Activity 1</b>	Employability for vulnerable people through green jobs	Start date: July.2021 End date: Dic 2023
<b>Purpose</b>	Increased employability through labor certification and training in targeted areas most affected by COVID-19 and other unanticipated shocks, and in areas of environmental interest	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Temporary paid positions made available</li> <li>• Enrollment in comprehensive social security schemes (i.e. health, pension, vacations and other social benefits)</li> <li>• Workers' skills improved to participate in environment-related services</li> <li>• "Learning by doing" scheme carried out on environmental services</li> <li>• Development of certified job skills training related to environmental services</li> <li>• Community Based Organizations (CBO) skills for implementing local environmental services initiatives improved</li> <li>• Hiring of technical and administrative personnel to support CBOs' on ground implementation</li> <li>• Strengthening in human and financial resources management</li> </ul>	
<b>Quality criteria</b>	<b>Quality method</b>	<b>Evaluation</b>
<ul style="list-style-type: none"> <li>• Number of temporary jobs created</li> <li>• Number of vulnerable individuals and workers trained</li> <li>• Number of vulnerable individuals and workers certified</li> <li>• Number of community initiatives implemented by CBOs</li> <li>• Number of strengthened organizations through Low Value Grants -LVG.</li> </ul>	Progress reports	Biannual

## ***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.

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

<ul style="list-style-type: none"> <li>- Inappropriate weather conditions for the development of the planned activities.</li> <li>- Reputational risks associated with implementation by Responsible Parties.</li> </ul>	
--	--

### ***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 LGBTI	<ul style="list-style-type: none"> <li>- The response and recovery policies and strategies will include a strong gender and youth focus.</li> <li>- PPE distribution channels' will be strengthened through a marketplace and communication strategy, and in partnership with small stores, specifically family and female-owned stores.</li> <li>- 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 LGBTI community members; and 2) allowing flexible working hours so individuals with care responsibilities are encouraged to apply.</li> <li>- The selection of MSMEs with the business associations and alliances will prioritize those companies led by women, youth, migrants and LGBTI individuals.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>- The response and recovery policies and strategies will promote environmentally sound and sustainable recovery processes.</li> <li>- The material being used to produce PPE will balance device specific needs and plastic recycling opportunities.</li> <li>- 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.</li> </ul>
Ethnic minorities	<ul style="list-style-type: none"> <li>- The response and recovery policies and strategies will include an ethnic focus (indigenous and Afro-Colombians groups)</li> </ul>

Digital technologies	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>
Private sector/local partner engagement	<ul style="list-style-type: none"> <li>- The response and recovery policies and strategies include a capacity building approach, with significant participation and engagement of local partners.</li> <li>- 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.</li> </ul>

### ***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 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.

### ***Sostenibility and scaling***

One of the main objectives of the Program is the development of strategies and pilots that later allow for possible scaling by the National Government. In this sense, the Program will carry out the following actions:

- Identify and involve national and local entities responsible for potential scalability of strategies from the beginning of the process.
- Identify and involve different actors who could have an impact on the sustainability of the strategies.
- Support the transfer of methodologies and monitoring to ensure national appropriation of successful strategies with high replicability potential.
- Identify and actively participate in high-level institutional spaces to promote the actions being developed and how they are articulated or may be of interest to the national government.
- Understand progress towards the theory of change, assumptions, and results of the national government to understand the impact on program actions and future scalability of strategies.
- Have a permanent strategy for evaluating and systematizing implemented initiatives for proper knowledge management.
- Develop new financing mechanisms for programs that allow the identification of resources that could potentially complement the strategy of donors and allies.

---

## **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

	<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b> 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.								
	<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Result 3.1 The national government and territorial entities strengthen their capacities to accelerate the 2030 Agenda and the SDGs								
	<b>Applicable Output(s) from the UNDP Strategic Plan:</b> 1. Eradicate poverty in all its forms and dimensions								
	<b>Project title and Atlas Project Number:</b> 133855								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	FINAL	
<i>Output 125594. Increased capabilities for designing and implementing response and recovery policies.</i>	1.1 Number of governmental institutions with strengthened capacities to assess opportunities and challenges for economic recover	<i>M&amp;E tools of the project</i>	0	2020	0	0	4	4	<i>M&amp;E tools and strategy – No relevant risks identified</i>
	1.2 Number of investigation documents and tools developed		0	2020	1	3	0	3	
<i>Output 125595. Integrated vulnerable and affected communities and population groups to local value chains</i>	2.1 Number of investigation documents and tools developed		0	2020	0	10	10	10	
	2.2 Number of vulnerable workers hired		0	2020	0	400	500	500	
	2.3 Number MSME strengthened in administrative, commercial and financial areas.		0	2020	0	400	500	500	
	2.4 Number of productive organizations strengthened		0	2022	0	29	29	29	
<i>Output 125596. Increased employability in targeted areas through labor certification and training</i>	3.1 Number of vulnerable workers hired		0	2020	0	300	560	560	
	3.2 Number of vulnerable workers trained		0	2020	0	300	560	560	
	3.3 Number of vulnerable workers certified		0	2020	0	200	336	336	
	3.4 Number of Community Based Organizations technically and administratively strengthened		0	2020	0	4	4	4	
<i>Output 125597. Increased MSMEs productivity and revenue by strengthening business and management capabilities.</i>	4.1 Number of MSME with increase of sales	0	2020	0	1050	1050	1050		
	4.2 Number MSME strengthened in administrative, commercial and financial areas.	0	2020	0	1.000	1.572	1.572		
	4.3 Number of MSME with capital leveraged from financing mechanisms	0	2020	0	150	300	300		
	4.4 Full-time equivalent jobs of MSMEs	0	2022	0	0	580	580		
	4.5 Value of annual sales of productive units	0	2022	0	0	25.000.000.000	25.000.000.000		

	4.6 Value of incremental sales		0	2022	0	0	500.000	500.000	
	4.7 Average sales of productive sales		0	2022	0	0	11.363.636	11.363.636	
	4.8 Number of MSME implementing at least 8 management skills		0	2022	0	750	750	750	
	4.9 Number of MSME that implement digital tools		0	2022	0	280	280	280	
	4.10 Value of USG-supported financial services		0	2022	0	0	900.000.00 0	900.000.00 0	
<b>Output 5</b> Strengthening of the FDL- Local Development Funds, for the Productive recovery of vulnerable population	5.1. Number of survival businesses capitalized in Bogota´s localities		0	2021	0	3806	0	3806	
	5.2. Number MSME strengthened and capitalized in Bogota´s localities		0	2021	0	0	1937	1937	
	5.3. Number of survival businesses strengthened in Bogota´s localities		0	2021	0	4.365	4.365	4.365	
	5.4. Number of commercial events carried out to promote sales of products of Bogota´s localities		0	2021	0	12	0	12	
<b>Output 127678</b> <i>Women in green “Mujeres que reverdecen” Increased employability skills for jobs to promote green recovery in Bogotá - Distrito Capital through the generation of labour certification and training with focus in vulnerable women</i>	3.1 Number of vulnerable workers hired	2020	0	2021	0	1070	0	1070	
	3.2 Number of vulnerable workers trained	2020	0	2021	0	1070	0	1070	
	3.2 Number of vulnerable workers certified	2020	0	2021	0	642	0	642	
	3.3 Number of Community Based Organizations technically and administratively strengthened	2020	0	2021	0	20	0	20	

## 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	Q4 - 2023	USAID	USD 120.000

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT
Output 1. Increased capabilities for designing and implementing response and recovery policies. GEN2 Gender equality as a significant objective.	1.1 Response and recovery policies	\$310,683	\$255,799	\$48,127	UNDP	USAID	LOCAL CONSULTANTS 71300	\$245,844
							TRAVEL 71600	\$153,652
							WORKSHOPS 75700	\$215,113
							GMS 75100	\$49,169
<b>SUBTOTAL</b>								<b>\$663,778</b>
Output 2. Integrated vulnerable and affected communities and population groups to local value chains. <b>GEN3 Empowered women and promote gender equality is the main objective of the output</b>	2.1 Vulnerable population integrated to value chains in Bogotá, La Guajira, Santander, Antioquia and, Atlántico	\$183,081	\$529,731	\$2,293,007	UNDP	USAID	SERVICE CONTRACTS 71400	\$1,202,327.95
						USAID	TRAVEL 71600	\$601,163.98
						USAID	WORKSHOPS 75700	\$300,581.99
						USAID	GRANTS 72600	\$901,745.96
						SEC MUJER	LOCAL CONSULTANTS 71300	\$150.00
		\$0	\$0	\$150	CCGUAJIRA	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$315,484.56
		\$0	\$4,374	\$311,111		USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$215,080.56
		\$0	\$91,506	\$123,575	CCBARRANQUILLA	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$222,256.63
		\$0	\$50,901	\$171,356	CCBUCARAMANGA	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$245,279.45
		\$0	\$78,206	\$167,073	COMFENALCO - SANTANDER	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$132,669.28
		\$0	\$132,669	\$0	CONFECOOP	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$254,041.82
		\$0	\$253,892	\$0		SEC MUJER	CONTRACTUAL SERVICES COMPANIES 72100	\$186,328.87
\$0	\$79,966	\$106,363	INEXMODA	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$67,821.83		
\$0	\$3,938	\$63,884	CCBOGOTA	USAID	CONTRACTUAL SERVICES COMPANIES 72100			

		\$0	\$74,355	\$149,169	MINUTO DE DIOS	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$223,523.75
		\$0	\$74,005	\$98,303	COMPENSAR	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$172,308.01
		\$0	\$73,295	\$72,695	FUNDACIÓN COLOMBIA INCLUYENTE	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$145,989.56
		\$0	\$16,629	\$40,000	FUNDACIÓN CORONA	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$56,628.96
		\$0	\$12,695	\$8	UNDP	SEC MUJER	GMS 75100	\$12,702.09
		\$14,647	\$96,766	\$287,723	UNDP	USAID	GMS 75100	\$399,147.31
<b>SUBTOTAL</b>								<b>\$5,655,233</b>
Output 3: Increased employability in targeted areas through labour certification and training GEN2 Gender equality as a significant objective.	3.1 Employability for vulnerable households	\$0	\$359,101	\$234,302	ESCUELA TALLER CALI	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$593,403
		\$0	\$67,756	\$306,915	UNDP	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$374,671
		\$0	\$45,171	\$204,610	UNDP	USAID	SERVICE CONTRACTS 71400	\$249,781
		\$0	\$37,762	\$59,666	UNDP	USAID	GMS 75100	\$97,428
<b>SUBTOTAL</b>								<b>\$1,315,284</b>
Output 4. Increased MSMEs productivity and revenue by strengthening business and management capabilities. GEN3 Empowered women and promote gender equality is the main objective of the output.	4.1 MSME productivity and revenue	\$24,914	\$285,320	\$936,000	UNDP	USAID	SERVICE CONTRACTS 71400	\$1,246,233
		\$76,215	\$116,489	\$819,386	UNDP	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$1,012,090
		\$8,088	\$32,145	\$140,431	UNDP	USAID	GMS 75100	\$180,664
	4.2 MSME productivity and revenue from Cali	\$182,668	\$94,675	\$32,000	CCCali	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$309,344
		\$14,613	\$6,853	\$2,560	CCCali	USAID	GMS 75100	\$24,026
	4.3 MSME productivity and revenue from Bogotá	\$493,290	\$168,378	\$62,000	PROPAIS	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$723,668

		\$39,463	\$12,987		PROPAIS	USAID	GMS 75100	\$52,450	
	4.3 MSME productivity and revenue from Bogotá	\$0	\$0	\$50,000	COLOMBIA FINTECH	USAID	CONTRACTUAL SERVICES COMPANIES 72100	\$50,000	
		\$0	\$0	\$4,000	COLOMBIA FINTECH	USAID	GMS 75100	\$4,000	
<b>SUBTOTAL</b>								<b>\$3,602,474</b>	
Output 5: Strengthening of the Local Development Funds (FDL) for the productive recovery of vulnerable populations GEN2 Gender equality as a significant objective	1. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Barrios Unidos District.	\$0	\$38,100	\$27,873	UNDP	Barrios Unidos	SERVICE CONTRACTS 71400	\$65,974	
		\$127,999	\$49,409		PROPAIS	Barrios Unidos	CONTRACTUAL SERVICES COMPANIES 72100	\$177,409	
		\$11,373	\$23,235		Fcapital	Barrios Unidos	CONTRACTUAL SERVICES COMPANIES 72100	\$34,608	
		\$6,969	\$5,537	\$1,394	UNDP	Barrios Unidos	GMS 75100	\$13,900	
	2. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Bosa District.	\$13,077	\$21,923	\$329,275	UNDP	Bosa	SERVICE CONTRACTS 71400	\$364,274	
		\$870,961	\$307,321		PROPAIS	Bosa	CONTRACTUAL SERVICES COMPANIES 72100	\$1,178,281	
		\$35,850	\$58,073	\$2,006	Fcapital	Bosa	CONTRACTUAL SERVICES COMPANIES 72100	\$95,929	
		\$45,994	\$19,366	\$16,464	UNDP	Bosa	GMS 75100	\$81,824	
	3. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Fontibón District.	\$21	\$20,115	\$14,725	UNDP	Fontibon	SERVICE CONTRACTS 71400	\$34,861	
		\$54,095	\$117,006		PROPAIS	Fontibon	CONTRACTUAL SERVICES COMPANIES 72100	\$171,101	
		\$4,161	\$8,649		Fcapital	Fontibon	CONTRACTUAL SERVICES COMPANIES 72100	\$12,810	
		\$2,914	\$7,289	\$736	UNDP	Fontibon	GMS 75100	\$10,939	
	4. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Suba district	\$13,503	\$84,731	\$52,285	UNDP	Suba	SERVICE CONTRACTS 71400	\$150,518	
		\$465,389	\$303,916		PROPAIS	Suba	CONTRACTUAL SERVICES COMPANIES 72100	\$769,305	
		\$28,517	\$65,965		Fcapital	Suba	CONTRACTUAL SERVICES COMPANIES 72100	\$94,482	
		\$25,370	\$22,731	\$2,614	UNDP	Suba	GMS 75100	\$50,715	
			\$10,027	\$64,217	\$465,042	UNDP	Ciudad Bolivar	SERVICE CONTRACTS 71400	\$539,286

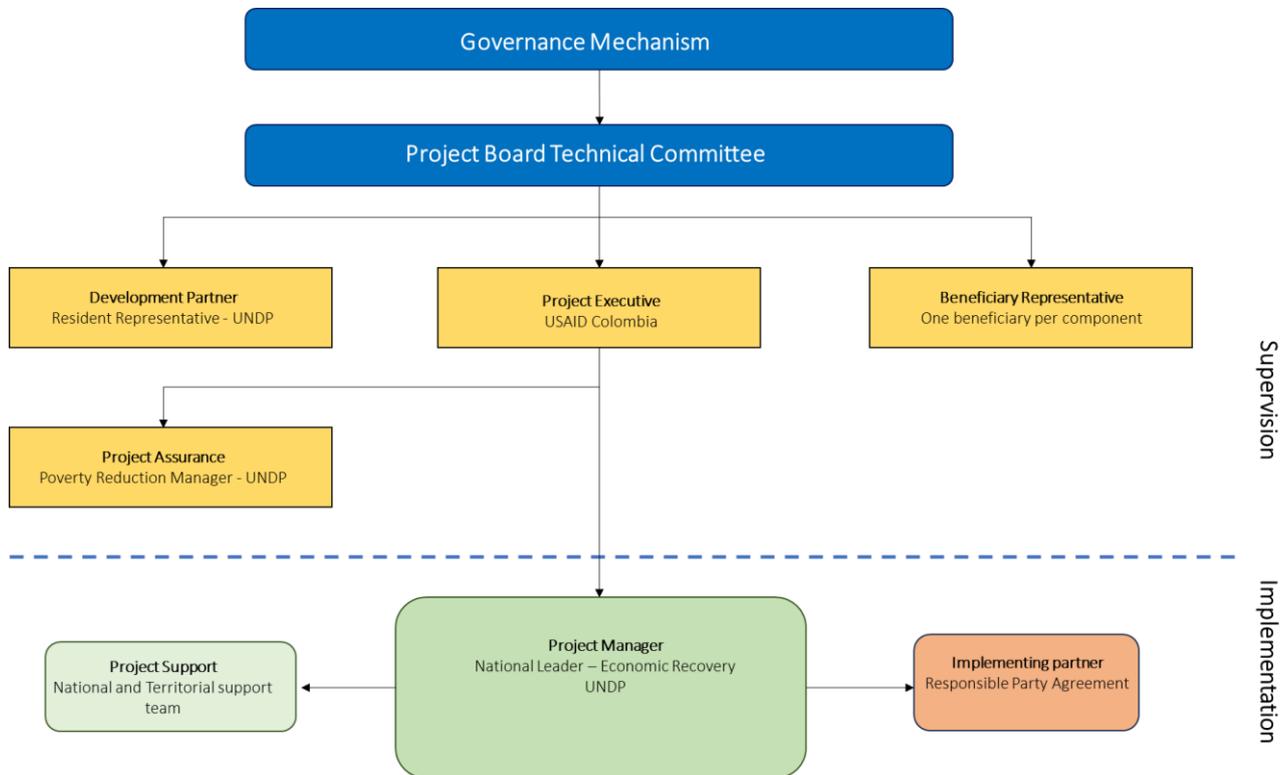
5. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Ciudad Bolivar district	\$841,490	\$500,960		PROPAIS	Ciudad Bolivar	CONTRACTUAL SERVICES COMPANIES 72100	\$1,342,450
	\$388,425	\$22,491	\$6,404	Fcapital	Ciudad Bolivar	CONTRACTUAL SERVICES COMPANIES 72100	\$417,320
	\$61,997	\$29,383	\$23,252	UNDP	Ciudad Bolivar	GMS 75100	\$114,633
6. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Tunjuelito district	\$0	\$55,462	\$17,852	UNDP	Tunjuelito	SERVICE CONTRACTS 71400	\$73,314
	\$130,000	\$15,920		PROPAIS	Tunjuelito	CONTRACTUAL SERVICES COMPANIES 72100	\$145,920
	\$9,238	\$11,703		Fcapital	Tunjuelito	CONTRACTUAL SERVICES COMPANIES 72100	\$20,942
	\$6,962	\$4,154	\$893	UNDP	Tunjuelito	GMS 75100	\$12,009
7. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Puente Aranda district	\$9,511	\$21,157	\$13,525	UNDP	Puente Aranda	SERVICE CONTRACTS 71400	\$44,193
	\$31,818	\$114,761		PROPAIS	Puente Aranda	CONTRACTUAL SERVICES COMPANIES 72100	\$146,579
	\$5,054	\$3,380		Fcapital	Puente Aranda	CONTRACTUAL SERVICES COMPANIES 72100	\$8,434
	\$2,319	\$6,965	\$676	UNDP	Puente Aranda	GMS 75100	\$9,960
8. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Santa Fé district	\$32	\$22,336	\$15,321	UNDP	Santa Fé	SERVICE CONTRACTS 71400	\$37,690
	\$109,330	\$55,740		PROPAIS	Santa Fé	CONTRACTUAL SERVICES COMPANIES 72100	\$165,070
	\$5,548	\$11,861		Fcapital	Santa Fé	CONTRACTUAL SERVICES COMPANIES 72100	\$17,409
	\$5,746	\$4,497	\$766	UNDP	Santa Fé	GMS 75100	\$11,008
9. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Usme district	\$2,731	\$24,488	\$107,888	UNDP	Usme	SERVICE CONTRACTS 71400	\$135,107
	\$342,513	\$161,049		PROPAIS	Usme	CONTRACTUAL SERVICES COMPANIES 72100	\$503,562
	\$19,389	\$32,459		Fcapital	Usme	CONTRACTUAL SERVICES COMPANIES 72100	\$51,848
	\$18,232	\$10,900	\$5,394	UNDP	Usme	GMS 75100	\$34,526
10. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Antonio Nariño district	\$0	\$5,041	\$10,506	UNDP	Antonio Nariño	SERVICE CONTRACTS 71400	\$15,547
	\$59,512	\$65,170		PROPAIS	Antonio Nariño	CONTRACTUAL SERVICES COMPANIES 72100	\$124,682

		\$1,359	\$1,722		Fcapital	Antonio Nariño	CONTRACTUAL SERVICES COMPANIES 72100	\$3,081
		\$3,044	\$3,597	\$525	UNDP	Antonio Nariño	GMS 75100	\$7,166
11. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of San Cristobal district		\$0	\$57,458	\$38,987	UNDP	San Cristobal	SERVICE CONTRACTS 71400	\$96,445
		\$325,370	\$164,982		PROPAIS	San Cristobal	CONTRACTUAL SERVICES COMPANIES 72100	\$490,352
		\$15,534	\$34,100		Fcapital	San Cristobal	CONTRACTUAL SERVICES COMPANIES 72100	\$49,635
		\$17,045	\$12,827	\$1,949	UNDP	San Cristobal	GMS 75100	\$31,822
		\$29	\$10,671	\$128,660	UNDP	Engativa	SERVICE CONTRACTS 71400	\$139,360
12. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Engativa district		\$215,544	\$269,122		PROPAIS	Engativa	CONTRACTUAL SERVICES COMPANIES 72100	\$484,666
		-\$69	\$413		Fcapital	Engativa	CONTRACTUAL SERVICES COMPANIES 72100	\$344
		\$10,775	\$14,010	\$6,433	UNDP	Engativa	GMS 75100	\$31,218
		\$10,778	\$16,321	\$242,016	UNDP	Kennedy	SERVICE CONTRACTS 71400	\$269,115
13. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Kennedy district		\$188,761	\$485,432		PROPAIS	Kennedy	CONTRACTUAL SERVICES COMPANIES 72100	\$674,193
		\$3,783	\$88,431		Fcapital	Kennedy	CONTRACTUAL SERVICES COMPANIES 72100	\$92,214
		\$10,166	\$29,509	\$12,101	UNDP	Kennedy	GMS 75100	\$51,776
		\$65	\$3,868	\$154,087	UNDP	Rafael Uribe Uribe	SERVICE CONTRACTS 71400	\$158,021
14. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Rafael Uribe Uribe district		\$349,673	\$315,711		PROPAIS	Rafael Uribe Uribe	CONTRACTUAL SERVICES COMPANIES 72100	\$665,384
		\$8,243	\$17,489	\$46	Fcapital	Rafael Uribe Uribe	CONTRACTUAL SERVICES COMPANIES 72100	\$25,778
		\$17,899	\$16,853	\$7,704	UNDP	Rafael Uribe Uribe	GMS 75100	\$42,457
		\$52	\$42,741	\$12,088	UNDP	Usaquen	SERVICE CONTRACTS 71400	\$54,881
15. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Usaquén district		\$100,729	\$179,367		PROPAIS	Usaquen	CONTRACTUAL SERVICES COMPANIES 72100	\$280,096

		\$8,211	\$16,441		Fcapital	Usaquen	CONTRACTUAL SERVICES COMPANIES 72100	\$24,652	
		\$5,450	\$11,927	\$604	UNDP	Usaquen	GMS 75100	\$17,981	
	16. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Teusaquillo district		\$50,000	\$11,625	\$68,107	UNDP	Teusaquillo	SERVICE CONTRACTS 71400	\$129,733
			\$85,000	\$63,015		PROPAIS	Teusaquillo	CONTRACTUAL SERVICES COMPANIES 72100	\$148,016
			\$0	\$17,037		Fcapital	Teusaquillo	CONTRACTUAL SERVICES COMPANIES 72100	\$17,037
			\$4,250	\$4,584	\$3,405	UNDP	Teusaquillo	GMS 75100	\$12,239
	17. Local vulnerable populations economic recovery through the strengthening and capitalization of micro-enterprises and survival businesses of Chapinero district.		\$33	\$15,772	\$8,908	UNDP	Chapinero	SERVICE CONTRACTS 71400	\$24,712
			\$70,000	\$11,303		PROPAIS	Chapinero	CONTRACTUAL SERVICES COMPANIES 72100	\$81,303
			\$5,162	\$6,535		Fcapital	Chapinero	CONTRACTUAL SERVICES COMPANIES 72100	\$11,698
			\$3,760	\$1,681	\$445	UNDP	Chapinero	GMS 75100	\$5,886
<b>SUBTOTAL</b>								<b>\$11,399,675</b>	
Output 6. Increased employability skills for jobs to promote green recovery in Bogotá - Distrito Capital through the generation of labour certification and training with focus in vulnerable women GEN3 Empowered women and promote gender equality is the main objective of the output.	6.1 Employability for vulnerable people trough green jobs	\$957	\$68,660	\$114,120	UNDP	USAID	INDIVIDUAL CONTRACTS 71300	\$183,737	
		\$0	\$1,312,402	\$171,180	UNDP	USAID	GRANTS 72600	\$1,483,582	
		\$77	\$109,781	\$22,824	UNDP	USAID	GMS 75100	\$132,681	
		\$0	\$264,669	\$245,620	UNDP	SECAMBIENTE	INDIVIDUAL CONTRACTS 71300	\$510,289	
		\$0	\$1,185,679	\$249,600	UNDP	SECAMBIENTE	GRANTS 72600	\$1,435,279	
		\$0	\$73,323	\$24,761	UNDP	SECAMBIENTE	GMS 75100	\$98,084	
<b>SUBTOTAL</b>								<b>\$3,843,652</b>	
<b>TOTAL</b>								<b>\$26,480,097</b>	

## 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:



The governance mechanism is the group responsible for strategically guiding the management team, as well as examining the Program at various points in its implementation. The execution will be carried out under the general direction of a Governing Board, specifically formed for this purpose. The Board will be responsible for making executive decisions if required, facilitating inter-institutional coordination and monitoring, ensuring the quality of these processes and products, and their use in improving performance, accountability, and learning. To this end, it will ensure the commitment of the necessary resources and arbitration in case of conflicts arising within the project or negotiating a solution to any problem with external organizations. It will also be responsible for identifying delays and developing early warnings to encourage project members to meet the objectives and timelines established in the Programs and agreements. It will be responsible for resolving disputes among project members and making recommendations for probable solutions to them.

Likewise, the specific responsibilities of the governing board include:

- Providing guidance and general direction to the project, ensuring that it stays within specified limitations, and promoting gender equality and inclusion in project implementation.

- Reviewing project performance based on monitoring, evaluation, and reporting, including standard quality controls, progress reports, risk records, random checks/audit reports.
- Addressing any high-level project issues raised by the project manager and project assurance.
- Providing guidance on emerging and/or pressing project risks and agreeing on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's social and environmental standards, fraud/corruption, exploitation and abuse, and sexual harassment).
- Advising on project modifications within the parameters established by UNDP and the donor.
- Agreeing or deciding to suspend or cancel a project, if necessary.
- Providing high-level direction and recommendations to the project management unit to ensure that agreed-upon results are produced satisfactorily in accordance with plans.
- Receiving and addressing project-level complaints, including overseeing any specific compliance and stakeholder response mechanisms (or complaints) that have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures to raise their concerns about the project's social and environmental performance.
- Ensuring coordination among different donors and government-funded projects and Programs.
- Monitoring and supervising the co-financing of this project.
- Evaluating the annual project implementation report, including the quality report.
- Ensuring the commitment of human resources to support project implementation, arbitrating any problems within it.
- Acting as an informal consultation mechanism for stakeholders.
- Approving the initial project report, interim review, and final evaluation reports, as well as the corresponding management responses.
- Providing guidance to the technical committee reporting to the Governing Board.

**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's board of directors will be chaired by the UNDP Representation, a delegate of the national counterparts and beneficiary representatives of each agreement that includes the project. This committee will meet once a year and will evaluate the results obtained throughout the year and approve the work plan for the following year.

The technical committee of the project will be headed by the manager of the poverty and inequality reduction area, the Head of the project; The committee will have a role of monitoring and monitoring the management and operation of the project, it will identify delays and develop early warnings to encourage project members to meet the objectives and times established in the Programs and agreements. Committees may be attended by any member of the project or a guest if required by the board.

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]<sup>3</sup> [UNDP funds received pursuant to the Project Document]<sup>4</sup> 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](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.

---

<sup>3</sup> To be used where UNDP is the Implementing Partner

<sup>4</sup> 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](http://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**