

## A. COVER PAGE

**1. Fund Name:** Joint SDG Fund - Component 1

**2. MPTFO Project Reference Number**

**3. Joint programme title**

*Roadmap for an Integrated National Financing Framework in Colombia*

**4. Short title**

*Colombia INFF*

**5. Country and region**

Colombia, LAC

**6. Resident Coordinator**

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**9. Short description:**

Colombia is a pioneer country for the INFFs in the world. This proposal is an integrated and medium-term strategy towards the acceleration of SDG implementation in Colombia. It focuses on two main interconnected outcomes which are expected to produce the following results.

1) Credible analytical evidence regarding the existing financial framework for financing the SDGs targets in Colombia (which will lead to better-informed decision-making among stakeholders regarding the distribution of SDG funding). This result will diversify funding mechanisms and increase financial resources as public and private investment (domestic and no-domestic) towards SDGs will be based on in-depth analysis in relation to financing sectors and priority areas. 2) A second outcome will deliver a national SDG financing strategy, the focus of which will be the establishment of a roadmap to identify integrated financing solutions. By using an innovative systematic analysis methodology based on complexity theory, the national SDG financing strategy will articulate diverse financing frameworks in order to identify allocation profiles and recommend better allocation distribution, aiming to accelerate implementation. As a result of both outcomes, the overall results of this proposal will be a more transparent, accountable and efficient national SDG architecture which will in turn improve and accelerate the implementation of the SDG agenda in Colombia.

**10. Keywords:**

Planning process  
 Child sensitive budget  
 Decision Making  
 Gender responsive  
 Financing Frameworks  
 Financial Flows

**11. Overview of budget**

<b>Joint SDG Fund contribution</b>	<b>USD 971.828.00</b>
Co-funding X <i>PUNO - Contributions</i>	USD 322.000.00
<b>TOTAL</b>	<b>USD 1.293.828</b>

**12. Timeframe:**

Start date	End date	Duration (in months)
<u>01-06-2020</u>	<u>31-12-2021</u>	18 months

**13. Gender Marker:**

<i>N°</i>	<i>Formulation</i>	
1.1	Context analysis integrate gender analysis	<b>1</b>
1.2	Gender Equality mainstreamed in proposed outputs	<b>2</b>
1.3	Programme output indicators measure changes on gender equality	<b>1</b>
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>2</b>
2.2	PUNO collaborate and engages with women's/gender equality CSOs	<b>1</b>
3.1	Program proposes a gender-responsive budget	<b>2</b>
<b>Total scoring</b>		<b>9</b>

**14. Participating UN Organizations (PUNO) and Partners:**

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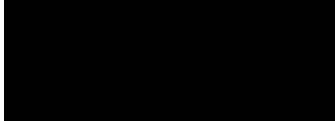
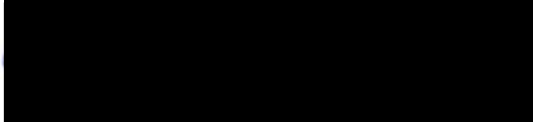

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## SIGNATURE PAGE

Complete the table below, have it signed, scan, and insert it into the ProDoc

<p><b>Resident Coordinator</b></p>  <p><b>30/03/20</b> Faleta, Jessica</p>	<p><b>National Coordinating Authority</b></p> <p>See attached endorsement letter by National Planning Department Director</p> <p><b>National Planning Department</b> Rodriguez Ospino, Luis Alberto General Director luisredriguez@dnp.gov.co</p>
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El futuro  
es de todos

DNP  
Departamento  
Nacional de Planeación

Bogotá D.C., March 27<sup>th</sup>, 2020

DG



Al responder cite este Nro.  
20203100240791

Ms.

**JESSICA FAIETA**

UN Resident Coordinator

United Nations Colombia

Calle 84A No.10-50, Piso 4, Edificio Protección

Código Postal 110221

Bogotá D.C.

Dear Ms. Faieta,

May this letter reflect the interest of that National Planning Department (DNP, for its Spanish acronym) to keep advancing on an Integrated National Financing Framework (INFF) initiative in Colombia. As previously discussed, Colombia is one of the pioneer countries of the global INFF initiative. The meetings carried out by you and your team during the last months have set the path to concrete our endorsement for this proposal.

These efforts have the potential to accelerate the strategies for achieving the SDGs — a priority for the Colombian government —. We are very proud to have led the conception of the 2030 Agenda and have aligned our national priorities, the local planning processes and the SDGs. For instance, Colombian Government articulated the goals of the National Development Plan 2018-2022 “Pacto por Colombia, Pacto por la Equidad”, with the whole SDGs goals.

For the National Planning Department advancing on an Integrated National Financing Framework represents a great opportunity to i) strengthen the planning process; ii) foster efficiency in the public budgeting; iii) unleash and orient private financing towards the SDGs and, v) foster an integral approach of sustainable development. May this letter explicitly indicate that DNP -Chair of the National SDGs Commission- is fully committed to lead the INFF in Colombia.

Kind Regards,

  
Director General

Preparó: José Wilman Linares 



**El emprendimiento  
es de todos**

**Minhacienda**

Bogotá D.C., Marzo 26, 2020

Doctora

**JESSICA FAIETA**

Coordinador Residente

**NACIONES UNIDAS COLOMBIA**

Calle 84A No.10-50, Piso 4, Edificio Protección  
Bogotá D.C.

Respetada Doctora,

De manera atenta nos permitimos manifestarle nuestro interés en el proyecto del establecimiento del Integrated National Financing Framework (INFF) en Colombia como una herramienta de apoyo a la identificación del universo de los flujos financieros públicos y privados para el cumplimiento de los ODS. Este ejercicio representa un aporte importante para el Gobierno nacional en la medición del impacto de la contribución que tienen los recursos públicos y la dimensión del aporte privado para el cumplimiento de la agenda 2030.

Adicionalmente, consideramos que esta iniciativa se enmarca en el trabajo realizado de manera conjunta con la Unión Europea, la Agencia Suiza para la Cooperación (SECO) y el Banco Mundial en busca del fortalecimiento de las finanzas públicas a nivel nacional y local.

En este sentido, esperamos que esta herramienta sea una oportunidad para avanzar en la consolidación de mejores prácticas y experiencias en la medida que puede contribuir a una mejor ejecución de recursos y eficiencia del gasto público. Entiéndase que esta carta tiene como objetivo presentar el apoyo a esta iniciativa y nuestra disposición como Ministerio a aportar en lo que sea necesario.

Cordialmente,

**ALBERTO CARRASQUILLA BARRERA**  
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## B. STRATEGIC FRAMEWORK

1. **Call for Concept Notes:** SDG Financing (2/2019) – Component 1

2. **Programme Outcome [pre-selected]**

- Integrated financing strategies for accelerating SDG progress implemented (Joint SDG Fund Outcome 4)

3. **UNDAF Outcomes and Outputs**  
**UNSDCF 2019-2023, under negotiation**

**OUTCOME 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 Colombian State.

**Output 1.2:** Technical assistance to the national Government for the formulation of a financing and resource mobilization model for the fulfilment of the 2030 Agenda and the SDGs.

4. **SDG Targets directly addressed by the Joint Programme**

The Joint Programme is focusing mainly on helping the Government transition from a monitoring and reporting rationale towards financing for development, including to unleash the potential of the private sector. In this sense, the selected SDGs, except for three directly related to the National Development Plan, are indicators of means of implementation, precisely today in tier II and tier III.

3.1 List of goals and targets

### **SDG 1**

**Target 1.A:** Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.

### **SDG 2**

**Target 2.A:** Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.

### **SDG 3**

**Target 3.C:** Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.

### **SDG 5**

**Target 5.C:** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

#### **SDG 6**

**Target 6.A.:** By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

#### **SDG 7**

**Target 7.A:** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

#### **SDG 8**

**Target 8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**Target 8.10:** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

#### **SDG 10**

**Target 10.4:** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

#### **SDG 13**

**Target 13.A:** Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.

#### **SDG 15**

**Target 15.A:** Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

**Target 15.B:** Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.

#### **SDG 16**

**Target 16.6:** Develop effective, accountable and transparent institutions at all levels.

**Target 16.10:** Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

#### **SDG 17**

**Target 17.1:** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

**Target 17.3:** Mobilize additional financial resources for developing countries from multiple sources.

### 3.2 Expected SDG impact

The National Development Plan (2018-2022) “Pact for Colombia, Pact for Equity” (fully aligned with the SDGs) is linked to the financing exercise, ensuring that financial flows, public and private, are geared towards SDGs completion. In addition to this, the established national integrated financing framework (INFF) will operate not only as an informative tool to identify financial flows towards SDG targets, but also as a framework to enhance leadership and institutional coherence and the quality and quantity of resources for gender equality.

## 5. Relevant objective(s) from the national SDG framework

In 2018, the government of Colombia launched the National Development Plan (2018-2022) “Pacto por Colombia, pacto por la equidad”. The plan is fully aligned with the SDG agenda and is based on three pillars: legality, entrepreneurship and equity. Legality is closely related to the rule of law, including renewing security efforts, promoting judicial sector reform and eradicating illegal crops. The plan’s entrepreneurship agenda aims at promoting economic growth and employment through incentives for private investment, and the equity agenda encompasses efforts to effectively deliver on social services and leverage economic growth to reduce poverty and close urban-rural development gaps. In this regard, it is important to highlight that the last mechanism “pact for equity” includes a pact for women’s equity focusing on the national policy of gender, Care policy and with a special emphasis on rural women (article 222). The plan also includes a specific pact for children and adolescents, which proposes new models of integrated protection for children, with emphasis on attention highly vulnerable groups through the optimization of the institutional and budgetary framework of social spending for children.

Another key planning instrument is the 3918 CONPES document, a mid-term planning tool used to establish state policies which exceeds the period of a given Government. The 3918 CONPES defines the national SDG implementation strategy and sets 2030 targets for the national indicators. However, only four of these targets include an estimated cost. In order to overcome the financing challenge, the plan sets out a financing strategy to be led by the National Planning Department and the Ministry of Finance and Public Credit, with two main objectives. First, to track and quantify all the resources already being invested in SDG implementation, regardless of their source, and second, to mobilise additional resources to achieve the Goals by 2030. The Document highlights the importance of increasing the use of other financing tools for development such as social impact bonds, green bonds, carbon credits, and public-private partnerships, among others. Additionally, it proposes a monitoring system to track resources fostering coordination and accountability. This new system would be available through the Government’s SDG portal [www.ods.gov.co](http://www.ods.gov.co).

Another relevant objective from the national SDG framework is to connect national and local priorities with specific SDG gaps. The National Development Plan offers the institutional tools required for local authorities to promote compliance with the 2030

agenda as a state policy that transcends different governments and different ideologies.

Finally, in recent years the Colombian government has developed (together with UNDP and GRI) the *SDG corporate tracker*. The tracker's objective is to identify private sector initiatives that enable compliance with the 2030 agenda.

Likewise, UN Women has provided technical assistance in the design of a gender marker and UNICEF has led the technical advocacy and methodological transfer and capacity building on child-sensitive trackers that will be tested in 2020 with NPD.

## **6. Brief overview of the Theory of Change of the Joint programme**

The null hypothesis is that there is a mismatch between the intentions to advance the SDGs, led by the National Planning Department, and the means to implement them, led by the Ministry of Finance, which should also trigger private flows. Clarity regarding flows (public, private, domestic, international) and coherence between planning and financing, not only will allow for increase efficiency in accelerating the SDGs, but it will orient private flows towards priority gaps.

This proposal for the Joint SDG Fund is an integrated and medium-term strategy towards accelerating the SDGs implementation in Colombia by financing the most relevant gaps. The focus of this strategy is to strengthen the SDG financial architecture in Colombia in order to better align finance flow allocation with SDG targets, address policy coherence and contribute to integrated planning and finance systems. This proposal is underpinned by the idea that having better leadership and institutional coherence among stakeholders will help to structure a clear and sustainable framework for financing SDG-based national strategies and plans as well as improving the government's capacity to manage flows towards the SDG agenda. The strategy also focuses on creating an enabling space to orient the private sector in order to coordinate and leverage private flows more efficiently to achieve the SDG Agenda.

The INFF joint program strategy focuses on the achievement of two interconnected outcomes aimed at improving efficiency-allocation of SDG funding in Colombia and unleash the enormous potential of private flows to support development priorities, among them, gender equity. The first outcome will provide credible analytical evidence with regards to the existing financial frameworks that finance the SDGs targets, as well as the specific linkages between budget allocations and SDGs targets, with emphasis in the gender goals achievement. A clearer map of the SDG financial architecture and the identification of SDG funding flows in terms of source, amounts, budgets line and target level will produce more accurate knowledge and will lead to better-informed decision-making among stakeholders regarding the distribution of SDG funding in Colombia under the UN principle of leave no women and girl behind. This outcome is based on the protocols and methodology proposed by the Development Finance Assessment (DFA) which will map, assess and diagnose all types of finance from current financing landscape operating in Colombia, and by employing SDG impact logic to leverage inert private capital for the SDGs.

Once credible and analytical information is available, after carrying out key steps from the DFA methodology, a national SDG financing strategy will be produced. This second outcome will be the result of matching SDG budgeting tags with national and local

priority targets. The strategy will benefit from a systemic analysis using complexity theory which will identify different allocation profiles scenarios and recommend better allocation distribution, aiming to help decision-makers advance towards prioritised SDG gaps. Both outcomes work jointly towards the achievement of an upper and core medium-term outcome associated with improving the efficiency-allocation process of SDG funding. This core outcome will trigger a twofold change path: 1. The first will diversify funding mechanisms as private investment towards SDGs will be based on better informed decision making for, thereby boosting private and public resource mobilisation. 2. A second path will contribute to building relationships of trust and collaboration among stakeholders as they operate in a national SDG architecture that is transparent, accountable and capable of channelling aligned financial resources (private and public funding) that will have an impact on the implementation of the SDG agenda in Colombia.

## 7. Trans-boundary and/or regional issues

Covid19, a global pandemic, has also impacted Colombia. The country has defined a 19 days lockdown, with additional measures to prevent worsening living conditions of the most vulnerable people. The fiscal pressure of both, the deceleration of the economic activity -drop on oil prices, remittances, FDI, tourism- and fiscal stimulus will further limit the fiscal space.

Colombia is the second recipient country in the world of migrants after Syria. In about one year, the Venezuelan population in Colombia reached 1.630.903; 44% in regular migration conditions, that is, they exceeded the residence time allowed in Colombia or entered the country through unauthorised crossings. 56% in irregular migration conditions. This number has increased considerably despite the government's efforts to create alternatives for an organised and safe migration.

Migration can be a vulnerability factor for individuals depending on the factors that determine migration processes and reception conditions for migrants. In that order of ideas, the efforts of societies to meet the SDGs and not leave anyone behind should also include the migrant population. In this way it is possible to advance the interventions that are necessary to prevent migration from being a determinant of poverty, exclusion, discrimination and deprivation of rights.

The 2030 Agenda and the SDGs include migration within SDG 10 (reduced inequalities), particularly in target 10.7, which calls for facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well managed migration policies. In this way, the need to intervene in key aspects of migratory phenomena is recognized, so that they do not become a condition of vulnerability for people, especially those who migrate for political or economic reasons.

The Venezuelan migration shock will generate temporary fiscal costs of large amounts in the short term, but also positive effects on productivity, growth and tax collection in the long term, which will contribute to the fulfilment of the 2030 Agenda in the country.

According to the records, the percentage of women entering the country increased in 2019 -52%, in comparison to 48% of men-. This data shows a new migration dynamic for women, who arrive alone or with their immediate relatives (sons, daughters, elder

relatives, disabled relatives or relatives with complex diseases), looking for economic alternatives and health care services. This situation increases the risks they face, which require a different type of institutional response, such as a better response in health care services and alternatives for their socio-economic integration.

According to data from *Migración Colombia*, 65% of Venezuelan migrants are between 18 and 39 years old, which represents a challenge for the Colombian labor market. This economically active population requires the creation of formal jobs that contribute to the country's growth and productivity, which is directly related to SDG 8. On the other hand, 14.0% of Venezuelan migrants are under 18, which implies a greater effort of the educational system to absorb and provide quality education to this segment of the population, directly related to the achievement of the goals set for SDG 4 in the country. Effect of the migration of Venezuelans to the country on national finances.

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement (max 2 pages)

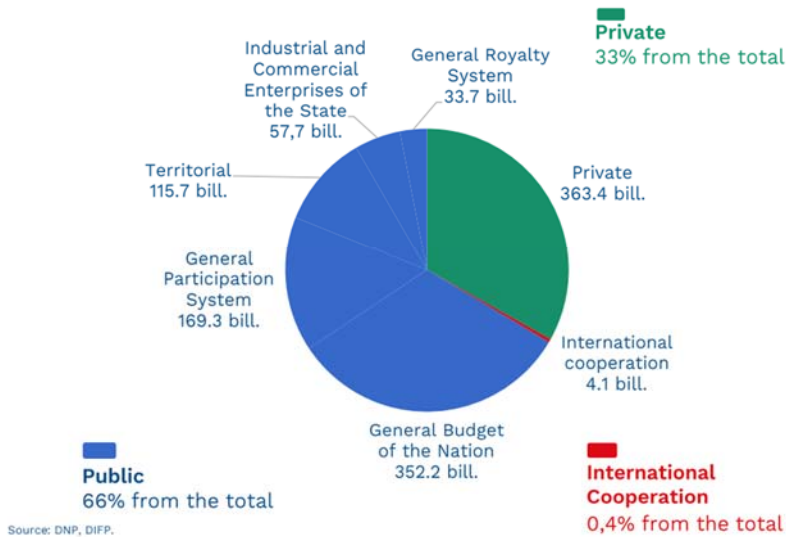
Colombia is an upper middle-income country expected to become an OECD member in the first semester of 2020. In the last years the country has advanced on the consolidation of a sustainable peace agenda. Additionally, Colombia is characterised as one of the top countries in terms of biodiversity and availability of natural resources; as a lead country on the implementation of the 2030 Agenda and the SDGs at global level, with a wide management capacity and the recognition for its active participation in multilateral and intergovernmental affairs.

Despite the scenario described above and the progress on terms of poverty reduction in the last decade, the inequalities and development gaps remain. The capacity of the State welfare to those left behind is a matter of concern. The Colombian context is very complex because the multiplicity of situations that converge, for instance; the migration crisis from citizens from Venezuela coming into the country, challenges to continue the Peace Agreement implementation, resurgence and strengthening of illegal armed groups, an environment of renewed or escalation of the violence in rural areas, illicit economies that feed the violence, challenges to overcome the structural stagnation in terms of development, the persistence of IDPs (Internal Displaced People) humanitarian needs and the antipersonnel landmines proliferation. Those challenges were identified on the National Development Plan (Pact for Colombia, Pact for Equity) and became subject of a planning process that established the governmental goals for 2022.

The Colombian government during the conception of the *Pact for Colombia, Pact for Equity*, completely aligned the national goals with the SDGs agenda. 98.2% of the national goals have a direct/indirect connexion with SDG targets. This planning process should match the financial exercise. For the Colombian National Development Plan (NDP) the estimated spending includes all different sources: public, private, national, territorial and international.



## We all contribute: the highest investment in a NDP



The convergence of sources determines  
**Investment plan**  
 for **\$1.096**  
 billions of pesos  
 from 2018



As the figure shows, for the compliance of the NDP goals, the premise for the Colombian government is that ***we all contribute***. So far, the main source of the NDP comes from public resources (66%). Although this amount is significant, it is necessary to identify and focalize on all current sources and stakeholders (domestic and international, private) to contribute towards the achievement of the Agenda 2030. Having said that, the complexity of the Colombian budget system makes the tracking of resources a challenging, for it requires a very good understanding of the different actors involved, the regulation of the different sources, as well as understanding how different information systems work.

Despite the government has made a great effort towards the implementation of the SDGs, and proof of that is the roadmap contained in the document CONPES 3918, there are still several challenges for a more effective implementation. The CONPES document includes the projection of targets for the indicators that make up the SDG monitoring system, but only four of them estimate the resources required to comply by 2030. This is due to the difficulty of carrying out costing exercises when fulfilment with the goals does not only depend on the provision of goods and/or services by the State, but on interventions in which many other actors invest resources.

Indeed, the SDG funding ecosystem in Colombia works under a disperse and fragmented system, composed of a variety of financial information systems that have challenges to interact or connect to perform more coordinated and cost-effective implementations. As a result, the current SDG funding system tends to generate transaction costs that could be easily resolved with more efficient integration of allocation and budgeting systems at the national and territorial levels, and with greater integration of private funds and international financial flows to national priorities.

One of the main initiatives to achieve more efficient spending and investment is the implementation of Results-Oriented Budgeting (POR), an initiative led by the Ministry of Finance and Public Credit (MHCP) and the National Planning Department (NPD). The MHCP has been working on the draft of the clean growth and sustainable development bill for months, which is expected to be approved and regulated in the course of 2020. Although these initiatives have proved effective and have served to understand the

importance of results based budgeting, it is necessary to move towards greater action to make it a reality. In this regard, it is essential to move forward in the developing of effective mechanisms to favour the alignment of all financial flows towards SDG priorities.

The National Planning Department (NPD) and the MHCP, have also developed ethnic, peace, victims, children and gender budget trackers. various Budget trackers to make visible and follow up the investment through an. However, there is no articulation with the SDG frameworks and among them.

The Government has also tested “pay per results” mechanisms to optimize social spending, including pioneering Social Impact Bonds in Latin America and the Caribbean. Colombia has been leading in the region the commitment to this new form of public-private partnerships to make a more efficient and effective social investment. With good experiences in this regard on issues of employment generation for vulnerable groups, the Department for Social Prosperity (DPS) and the Colombian Family Welfare Institute (ICBF) are already studying the possibility of using these mechanisms to obtain results on structural issues to the SDGs such as early childhood care and capacity building in young people. “Pay per results” remain a government commitment reflected in the 2018-2022 Development Plan.

On the other hand, since 2017 Bancoldex (The National Development Bank) has been working on the implementation of financial products to boost the country's environmental, social and economic well-being. This, through the issuance of Green Bonds, Social Bonds and Orange Bonds, which have had excellent results.

Although the private sector is increasingly committed to promoting more sustainable production and distribution chains, the resources allocated to these initiatives are not being systematically accounted for. For example, Colombia has 21 companies committed with Women's Empowerment Principles (WEPs). Those are a set of 7 Principles that provide guidance on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Unfortunately, the resources allocated to WEPs are not registered nor counted. Other initiatives such as Business Call to Action (BCtA) and Global Compact offer good prospects to move ahead.

The briefly described scenario shows the need for a strategy for financing sustainable development that will accelerate the achievement of the 2030 Agenda in Colombia.

This situation makes the Colombian case particular. The country has moved decisively in the implementation of the SDG agenda, and proof of this has been the strategy established in the CONPES 3918. Nevertheless, the means of implementation and the decisions taken have not been enough. Although this strategy has served to define priorities, it has also evidenced the lack of institutional coordination needed to accelerate implementation. Hence, it is important to better understand the framework in which the implementation takes place.



## 1.2 SDGs and targets (max 2 pages)

Direct SDG Targets	Indicators	Measurement & Progress
SDG 5 - Target 5.C	<b>5.c.1</b> Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	<p>A base line for Responsive Gender Budgeting with local and national authorities.</p> <p>Impact assessment of the expenditure and the level of transparency made by the government to allocate resources for gender equality and women empowerment (GEWE) in an efficient manner</p>
SDG 8 - Target 8.10	<b>8.10</b> Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Annual revision of the financial access for all in Colombia (National Republic Bank report)
SDG 10 Target 10.4	<b>10.4.1</b> Labour share of GDP, comprising wages and social protection transfers	National Development Plan Indicators (SINERGIA) related with GDP and social protection transfers
SDG 16 - Target 16.3	<b>16.6.1</b> Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	Financial strategy and base line on public-private/national-international flows for SDG + base line for gender budget
SDG 17 - Target 17.1	<b>17.1.1</b> Total government revenue as a proportion of GDP, by source <b>17.1.2</b> Proportion of domestic budget funded by domestic taxes	Financial strategy and base line on public-private/national-international flows for SDG + base line for gender budget
SDG 17 - Target 17.3	<b>17.3.1</b> Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget	Financial strategy and base line on public-private/national-international flows for SDG + base line for gender budget

Indirect SDG Targets	Indicator
SDG 1 - Target 1.A	<b>1.a.1</b> Proportion of domestically generated resources allocated by the government directly to poverty reduction programmes <b>1.a.2</b> Proportion of total government spending on essential services (education, health and social protection)
SDG 2 - Target 2.A	<b>2.a.2.</b> Total official flows (official development assistance plus other official flows) to the agriculture sector
SDG 3 - Target 3.C	<b>3.c.1</b> Health worker density and distribution
SDG 4 - Target 4.B	<b>4.b.1</b> Volume of official development assistance flows for scholarships by sector and type of study
SDG 6 - Target 6.A	<b>6.a.1</b> Amount of water- and sanitation-related official development assistance that is part of a government-coordinated spending plan
SDG 7 - Target 7.A	<b>7.a.1</b> International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems
SDG 13 - Target 13.A	<b>13.a.1</b> Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the \$100 billion commitment.
SDG 15 - Target 15.A	<b>15.a.1</b> Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems
SDG 15 - Target 15.B	<b>15.b.1</b> Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

The Joint Programme is focusing mainly on helping the Government transition from a monitoring and reporting rationale towards financing for development, including to unleash the potential of the private sector.

Most of those Targets are Tier II or III, for which in the country does not count with a methodology or a measurement system. However, one of the key outcomes of this Joint Program (JP) is to start to trigger proxies for such indicators. There is no baseline for most of the targets, which is consistent with the limited progress regarding means of implementation. However, this is the main output for a country such as Colombia, which has reliable fiscal and planning institutions but there is no one entity collecting and setting up the information. Therefore, having into place a tool to inform about the flows of public, private and international funding for the accomplishment of the SDGs, will inform decision-makers into what type of money is available and which is not, and for what with respect to the SDGs priorities.

The Six (6) “Direct SDG Targets” identified intend to measure the extent to which budget expenditure outturn reflects the purpose originally approved for, in the government case as defined in government budget and fiscal reports. Those targets attempt to capture the reliability of budgeting, spending, and investment. Those are direct because they are the ones that the implementation of the JP can impact in an obvious and systematic way and while it is implemented its progress could be measured. Additionally, this proposal has a strong commitment on the acceleration of the SDG 5. Inspired in the principle of leaving no woman and girl behind. In this sense, the outcomes include specific activities to track the resources allocated and the expenditure in this regard. The monitoring of the funding gaps and goals in gender equality will help to inform the national public policies related to women’s empowerment and in the middle term an increase in the investment on women’s rights agenda is expected. On the other hand, there is a specific activity to strengthen the capacity of both; women based civil society organizations and authorities to improve the gender planning and budgeting processes and to increase their knowledge in assessing and measurement of public investment impact on women and girls.

On the other hand, the remaining nine (9) “Indirect SDG Targets” are related to means of implementation, such as poverty alleviation, agriculture productivity, health, scholarships, gender equality and women’s empowerment, access to water and sanitation, clean energy, climate change, biodiversity conservancy, and reforestation. The JP assumes, that once we map and identify the sources of the flows for these topics it could be easy to translate investment into the assurance of their final results. However, in Colombia, since we do not count on such mappings to trace the budget and investment flows is not possible to do it, and is even difficult to do cohesive with the purpose of the policies and programming.

The direct/indirect rationale has all to do with the systemic change immerse in the 2030 Agenda and its SDGs because from one specific set of the Goals (5, 8, 10, 16 & 17) and targets there are positive interlinkages with others.

### **1.3 Stakeholder mapping and target groups (max 2 pages)**

The following national government entities will be in charge of the leadership and oversight of the project:

The Ministry of Finance and Public Credit, as coordinating entity of the macroeconomic policy, that defines, formulates and executes the country's fiscal policy, and manages the public resources of the nation. For several months it has prepared a draft of a clean growth and sustainable development bill, that will be presented for approval of the legislative during the second quarter of 2020.

The National Planning Department (NPD for its acronym in Spanish) has the responsibility of supporting the national government entities to formulate the investment projects, and the administration and supervision of the Royalties System. Since the approval of the 2019-2022 National Development Plan, it has been developing a results-based budget for the implementation of the strategies established by the Plan. NPD also manages a system for follow up expenditures of the territorial entities, SISFUT for its acronym in Spanish.

The relationship with cooperation agencies and the information of the projects they fund, is administered by the Presidential Agency for Cooperation (APC Colombia),

which developed another information system, Cíclope, as a tool to monitor Official Development Assistance resources.

The President Counsellor for Gender Equality dictates criteria for administrative sectors to mainstream the gender approach in public budget planning and elaboration processes, as well as defining the policy framework for gender equality, and investment priorities. Technical inputs will favour the efficiency of public spending by ensuring the allocation of resources to reduce gaps.

Since 2017 Bancoldex has been working on the implementation of financial products to boost the country's environmental, social and economic well-being. This, through the issuance of Green Bonds, Social Bonds and Orange Bonds, which have had excellent results.

In 2017, the first issuance in the Colombian public securities market through the BVC, worth \$ 200 billion pesos with the support of the Inter-American Development Bank (IDB) and the Secretariat for Economic Affairs of the Swiss Embassy in Colombia (SECO). With \$ 328,358 million pesos placed in loans, 273 projects were financed, benefiting 158 companies. In May 2018, the first issuance in Latin America and the Caribbean of a Social Impact Bond for a value of \$ 400,000 million pesos channelled via credit to micro and small entrepreneurs of 900 municipalities in the country, through 115,257 credit operations. In November 2018, the first issuance and placement of an orange bond in the world for \$ 400,000 million (COP), with a demand of \$ 867,000 million (COP), equivalent to 2.9 times the auctioned value.

Since private resources are an important source for financing the SDGs, and NPD, UNDP and the GRI have already initiated a project to measure the contribution of the private sector to the SDGs, some of those partners and new ones will be key stakeholders in this initiative. Those partners include ProBogotá, ProAntioquia, ProBarranquilla, ProPacífico, and the Association of Family and Business Foundations (AFE Colombia)<sup>1</sup>.

Finally, some Civil Society Organisations will be users of the information produced and made available in the online platform, including Transparency for Colombia, and Corona Foundation and, women sector of the National Planning Council.

## 2. Programme Strategy

### 2.1. Overall strategy (max 2 pages)

SDGs globally, and this is the case in Colombia too, have been adopted as a reinforcement for M&E -reporting/information sharing among countries- rather than as a tool/means to accelerate the key challenges that each country faces. The evidence is that financing strategies are not SDG-informed. One of the key evolutions from the MDGs to the SDGs was precisely the Addis Ababa Action Agenda (AAAA) which transitioned from mere Goals to the feasibility of achieving them by considering the means for implementation.

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<sup>1</sup> The four structures named as PRO (Bogotá, Antioquia, Barranquilla and Pacífico) allude to regional institutions that bring together companies in each of the territories.

The INFF tool will be directly articulated with the existing planning system in the country, particularly through the current budgeting mechanisms such as the National Development Plan, the General Participation System and the General Royalties System, turning into a planning tool to strengthen the overall planning processes and overcome existing difficulties to financing sustainable development goals. The proposal to align activities around the integration between the country's financial planning systems with the SDG goals, represents an important transformation in decision-making, particularly in the way the country will spend its resources until 2030. This final result will become an unprecedented institutional change, with implications in terms of decision, coordination and management in the way the implementation of the 2030 agenda is managed and articulated with national development goals.

This proposal is innovative for various reasons. First, this proposal, in the logic of *SDG impact/Mapping*, seeks the effective integration of the private sector agenda in generating specific results in the 2030 agenda. Actually, Colombia is part of the group of countries that are conducting pilots about the *SDG Impact*<sup>2</sup>. The effective integration between private flows and national goals will reveal areas of joint work and it allows the identification of hotspots, which is key to advance faster and better in the implementation of the 2030 agenda. Second, in methodological terms, this proposal introduces a series of innovative methods to generate faster and more effective evidence on the current financial gap for the 2030 agenda in Colombia. In terms of assesses and diagnosis, the proposal uses artificial intelligence tools to clearly determine the relationships between budget allocations and financial items. For the strategy itself, INFF Colombia proposes the use of systematic analyses to determine the best scenarios for budgeted allocation. In this context, the INFF will be used and promoted as public spending efficiency mechanism improving (1) a better efficiency allocation of resources, (2) a better efficiency of the public administrations, and finally (3) a higher efficiency in the provision of goods and services.

As the INFF literature mentions, "The role of INFF is critical when still some public and private investment decisions delay the achievement of the SDGs today" ... "A comprehensive and strategic approach to SDG financing is required". Colombian INFF will provide the national strategy needed to better target the financial flows according to the existing gaps to the SDGs compliance.

The ambitious National goals established by the Colombian government in his institutional document for the SDGs achievement (Document CONPES 3918) requires a coherent framework that helps to articulate the current public financing system with other stakeholders in the task of achieving the SDG agenda. Thus, the establishment of a strategy to create a national SDG architecture, as proposed by the INFF, is a unique opportunity for Colombia to start a more effective dialogue towards the achievement of the SDG agenda.

The UN will support the governments and their partners in identifying and building consensus around solutions to address SDGs financing challenges. The UN will also help to articulate the financial and stakeholder's ecosystem. It makes finance issues accessible to policy and decision makers beyond the technical specialists in ministries of finance. The UN strengthen the link between planning and finance policy functions, through mechanisms for strengthening the governance capabilities on align policies

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<sup>2</sup> The other countries are Armenia, China, Jordan, Nigeria and South Africa

and annual budgets to the national development plan; estimating the cost of national development plans; and developing holistic strategies for mobilising the public and private resources that will be needed to realise the objectives of a national plan.

The UN also has a pivotal role on the strengthening of a multi-stakeholder dialogue on financing, for example by supporting multi-stakeholder SDG platforms at the country level; incorporating public and private finance into regular progress reporting; Bringing the private sector, Briand enhancing multi-stakeholder participation in policy processes. While effectively managing finance for results by achieving better development outcomes with public finance, developing outcome-based incentives for private investment; broadening the mandate of revenue authorities; more effectively targeting, therefore these added value can stimulate innovative solutions to the challenges of realizing the SDGs and be a catalyst for more widespread and effective partnership between actors.

The UN will also recognise the relevant impact of the finance policy of the SDGs, by broadening the dialogue on finance to be more inclusive and to draw together a broader set of constituencies is the heart of the UN approach. Moreover, this proposal will be operated based on the application of methods and tools (such as DFA, SDG Impact and theory of complexity analysis) that have the advantage of having been implemented in different contexts, thus giving a sense of reality and relevance the outcomes to the proposed actions.

Promoting transparency, accountability and participation will be integrated through the work. And finally continue strengthening gender-responsive and child sensitive planning and budgeting by improving the systematic tracking of resource allocations instilling from the budget monitor a human rights approach towards gender equality and the protection of children. To inform policy decisions and guide investments that can ensure that public expenditures are targeted appropriately, including to equally benefit to all population groups and most vulnerable leaving no-one behind.

Under the United Nations Sustainable Development Cooperation Framework (UNSDF) 2020-2023 recently signed, three main pillars were included. The first two are geographically localized, one focused on the furthest left behind territories and the other on the Venezuelan migration crisis. The third one was defined as the pillar to accelerate the SDGs, thought at the national level to also enable the previous two.

It is in this last pillar where the INFF arises as an innovating instrument particularly to respond to the Outcome 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 Colombian State”* and focused on the Output 1.2 *Technical assistance to the national Government for the formulation of a financing and resource mobilization model for the fulfilment of the 2030 Agenda and the SDGs.*

In that sense, for this JP the UNDP, UNICEF and UN-Women have a common chapter to the Strategic Plans, alongside UNFPA, which is not a participant Program to this JP. Therefore, the Programs commit to working better together, through stronger coherence and collaboration. Specially to deliver the 2030 Agenda for Sustainable Development, together we will step up our joint efforts, with a sense of urgency, to better support countries to achieve sustainable development. We will help shape a United Nations development system that responds to our changing world and works in increasingly effective ways to deliver on the Sustainable Development Goals. Our



strategic plans represent a clear commitment to United Nations reform and greater coherence in support of results.

At the national level, the National Planning Department (NPD) and the Ministry of Finance and Public Credit will be the key partners of this joint program. These two government bodies will lead the INFF. The NDP will lead the pilot exercise for effective alignment with the investment budget system, as the first step for the definition of a national strategy for financing the SDSs.

NPD plays the role of technical secretary of the National SDG commission and, in that sense, it is the national entity in charge for the coordination of all actors involved in achieving the Agenda 2030. Hence, the sustainability of the project is based on the leadership role of NPD in building the INFF. With the INFF in place, NPD will have a powerful instrument to bridge the planification process to the financing exercise, ensuring that financial flows, public and private, are geared towards SDGs completion.

Once the joint programme is completed, the government, the UN system and other major stakeholders will have a deeper understanding of the public and private financial resources channelled to each SDG. This evidence will generate awareness among the stakeholders and represent a source of information about the current financing gaps and future financing needs to accelerate the 2030 Agenda for Sustainable Development. Giving the opportunity to have an SDG informed public financing achieved system, plus SDG hotspots for private investment identified.

More information and knowledge are represented in the effective alignment of financing policies with local and national sustainable development priorities and the SDGs to leave no one behind, which in turn promotes gender and equality and empowerment of Colombian women and girls. From the financial standpoint, the joint programme will allow stakeholders to develop innovative strategies to attract public resources and domestic and international private funds to fulfil the SDGs. From a policy standpoint, the INFF will allow to identify the SDGs that require more investments and hence to prioritise related policies.

Effective coordination regarding priorities and actions around the national SDG financing strategy will fuel changes to integrate planning and budgeting processes within the Colombian financing system; moreover, the simulations-based theory of complexity will help decision makers advance prioritized SDG gaps. On all of this leading to increase coherence of different financing policies, long-term support of private (domestic and international) investment to local and national development initiatives and enhance transparency of SDG financing architecture.

## **2.2 Theory of Change**

The null hypothesis is that there is a mismatch between the intentions to advance the SDGs, led by the National Planning Department, and the means to implement them, led by the Ministry of Finance, which should also trigger private flows. Clarity regarding flows (public, private, domestic, international) and coherence between planning and financing, not only will allow for increase efficiency in accelerating the SDGs, but it will orient private flows towards priority gaps.

This proposal for the Joint SDG Fund is an integrated and medium-term strategy towards accelerating the SDGs implementation in Colombia by financing the most

relevant gaps. The focus of this strategy is to strengthen the SDG financial architecture in Colombia in order to better align finance flow allocation with SDG targets, address policy coherence and contribute to integrated planning and finance systems. This proposal is underpinned by the idea that having better leadership and institutional coherence among stakeholders will help to structure a clear and sustainable framework for financing SDG-based national strategies and plans as well as improving the government's capacity to manage flows towards the SDG agenda. The strategy also focuses on creating an enabling space to orient the private sector in order to coordinate and leverage private flows more efficiently to achieve the SDG Agenda.

The INFF joint program strategy focuses on the achievement of two interconnected outcomes aimed at improving efficiency-allocation of SDG funding in Colombia and unleash the enormous potential of private flows to support development priorities, among them, gender equity. The first outcome will provide credible analytical evidence with regards to the existing financial frameworks that finance the SDGs targets, as well as the specific linkages between budget allocations and SDGs targets, with emphasis in the gender goals achievement. A clearer map of the SDG financial architecture and the identification of SDG funding flows in terms of source, amounts, budgets line and target level will produce more accurate knowledge and will lead to better-informed decision-making among stakeholders regarding the distribution of SDG funding in Colombia under the UN principle of leave no women and girl behind. This outcome is based on the protocols and methodology proposed by the Development Finance Assessment (DFA) which will map, assess and diagnose all types of finance from current financing landscape operating in Colombia, and by employing SDG impact logic to leverage inert private capital for the SDGs.

Once credible and analytical information is available, after carrying out key steps from the DFA methodology, a national SDG financing strategy will be produced. This second outcome will be the result of matching SDG budgeting tags with national and local priority targets. The strategy will benefit from a systemic analysis using complexity theory which will identify different allocation profiles scenarios and recommend better allocation distribution, aiming to help decision-makers advance towards prioritised SDG gaps. Both outcomes work jointly towards the achievement of an upper and core medium-term outcome associated with improving the efficiency-allocation process of SDG funding. This core outcome will trigger a twofold change path: 1. The first will diversify funding mechanisms as private investment towards SDGs will be based on better informed decision making for, thereby boosting private and public resource mobilisation. 2. A second path will contribute to building relationships of trust and collaboration among stakeholders as they operate in a national SDG architecture that is transparent, accountable and capable of channelling aligned financial resources (private and public funding) that will have an impact on the implementation of the SDG agenda in Colombia.

### **Core and cross cutting elements of the Theory of Change (ToC)**

The theory of change is composed of two main outcomes which share the cross-cutting aim of achieving better and more efficient government spending. These outcomes will lead to a second level outcome, the achievement of which will determine the overall effectiveness of the INFF proposal.



## Outcomes and mechanisms of change

### **1. Stakeholders have clarity regarding SDG financial flows (private, public, domestic and international), leading them to consider SDG implications when making decisions related to public resource allocations and incentives for private actors.**

A comprehensive and systematic tracking process will provide detailed information on existing SDG funding in Colombia according to funding type and source (donor/ actor). The tracking process will be comprehensive in the sense that it will identify all range of financing sources (domestic and international private finance, national and local domestic resources, and official and no official aid flows) involved in the SDG agenda, or with specific interests in achieving some or all of the SDG milestones. This process will identify the means of implementation that have been used during the SDG agenda in Colombia (and those with potential to be leveraged), focusing on value and contribution to the overall strategy. Financial information systems related to SDG funding will also be identified to provide an accurate picture of financial flows through these systems. This assessment and diagnostic will also include a set of analysis (analysis of financial needs, financial landscape analysis, resource flows description and risk assessment analysis) in order to identify current financial gap and financial and non-financial risks in regards SDG targets. This analysis will be in line with the protocols and methodology suggested by the Development Finance Assessment (DFA), which suggests qualitative (analysis of policy and institutional context) as well as quantitative assessment (mapping of finance flows). These two elements will constitute a complete mapping of the current SDG financial architecture which will in turn increase stakeholders' knowledge of financial systems, for example: metrics and indicators used (process or results level); existing baselines; responsibilities and accountabilities. Overlaps and common areas of responsibility will also be identified and assessed during this process.

By tracking and identifying financial information systems for all SDG funders and their corresponding financial mechanisms, priorities, systems and frameworks, a comprehensive picture of current financial flows related to the SDG agenda will be generated. The project will employ also a data science strategy, using methods and tools from artificial intelligence and machine learning tools, such as data mining and text mining components, to enhance the process of identification of budget lines and to increase the chances of identifying relevant financial information related to SDG components. Data mining and text mining tools will ensure efficient analysis and synthesis of information from budgeting and planning tools, based on projects from the General Budget System, General Participation System and General Royalties and information system from domestic and international private stakeholders including gender and children labels. The tracking process will identify associations between the current financial and planning systems and the SDG goals and targets, highlighting potential points of entry.

When this information is available, a coding or labelling process will be applied to the data at the micro and macro level. Funding sources and flows will be coded in order to link them to SDG targets. This will result in a clearer funding flow picture, categorised according to source, amounts involved, specific allocated budget lines and the corresponding SDG targets. At the outcome level, a clear association between gender gaps and investment flows will establish better investment priorities for gender-related activities.

## **2. National SDG results-oriented financing strategy operating and used by stakeholders**

The national SDG financing strategy will be developed in order to improve efficiency-allocation and facilitate the coordination of SDG funding in Colombia. The strategy will overcome problems related to lack of integration of national planning and public budgeting process and weak alignment to policy and regulatory frameworks for private finance. Outcome 1 will facilitate the development of a results-oriented financing strategy, the aim of which will be to advance towards the achievement of a unified SDG funding framework for Colombia. The strategy will operate as a holistic framework within which a broader approach to financing national development will be promoted. The strategy will be designed through a collaborative process involving all actors within the SDG financial architecture as identified in previous stages. Results from outcome 1 will provide guidance for an integrated analysis based on budget tags and tracers focused on gender and children rights. To achieve this goal, budgeting tags and national priority targets will be identified, in order to contribute to their improved integration. A critical component of the strategy will be the quantification of SDG target costs and the identification of existing SDG funding mechanisms that can be adapted to the Colombian development context by identifying binding constraints that hamper the availability of new funding resources. Particular attention will be paid to identifying mechanisms to leverage private resources, both from domestic and international sources. The logic of the program proposes specific activities to more actively involve the private sector in financing to achieve SDG goals, both individually and blended schemes. Here, it is expected that private investment in achieving SDG targets will increase due to better informed decision making in the public sector. In this latter activity, revitalising national partnerships for sustainable development in the country will be fundamental in enduing effective means of implementation to attract and align new funders. To do that, this initiative will be implemented under the SDG impact logic as it will provide metrics to measure opportunity to SDGs in order to leverage inert private capital.

Considering the specific constraints facing the Colombian government in terms of aligning funding resources and national and SDG priorities from multiple actors involved, a systemic analysis of allocation profiles will be put in place. Using an established policy coherence methodology based on theory of complexity (Castañeda et al. 2018), a systemic analysis exercise will identify cost-effective allocation activities that demonstrate effective impact in achieving development results. The proposed analysis will design different scenarios and simulations in order to find better alternatives for resources public allocation where domestic and international financial resources can be aligned. This methodology has been implemented in other countries in the region (Mexico and Uruguay) and have shown positive results on issues of identification and alignment of public resources allocation. This method will provide a basis on which to gain consensus on SDG-aligned policy priorities at the national and local level, leading the funding architecture towards a more harmonised system as private and public finance are better aligned. Better alignment between planning and budgeting processes will contribute not only to improved coordination among stakeholders but also to increased effectiveness. For instance, it is expected that more effective allocation profiles can mainstream issues such as gender equality across national, local and civil society organisations.

The third output will establish an upgraded SDG financing monitoring platform to monitor levels of inequality to 'leave no one behind'. This output will be achieved by

using the information, indicators and guidance provided by the national funding strategy in terms of SDG target costs, degree of alignment between financing and budgeting processes and strategies for better allocation of funding resources. The platform will also be linked to existing government SDG monitoring systems where government oversight teams will play a key role in ensuring linkages between systems.

Once all outputs and outcomes involved in this ToC are in operation, modifications to current funding allocations and linkages will be expected by all stakeholders. Behavioural and action changes are expected to occur as a consequence of having a better understanding of the existing financial and budgetary relationships related to the implementation of the SDG strategy. All this will lead to more efficient funding allocations and therefore improved implementation of SDG related policies.

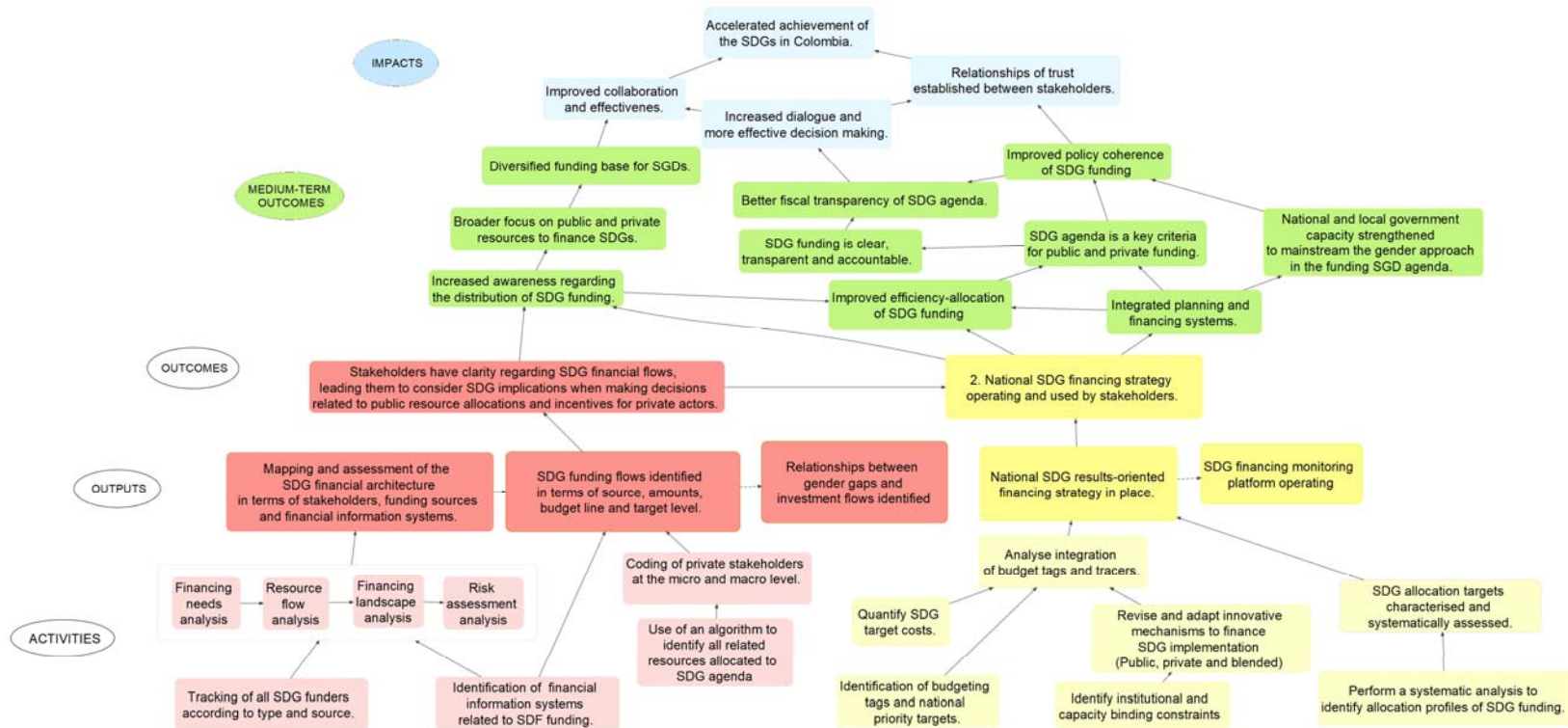
As a cross-cutting outcome, and in line with improving spending efficiency at government level, mechanisms to enable improved connections between resources allocated to the SDGs and priorities will be identified and enhanced. This will affect decision making processes at national and local level, maximizing the use of resources to achieve SDG goals. National and local budgets (including the General Budget, the General Participation System and the General Royalty System) will be directly linked to SDG priorities as a result of this process.

Assumptions at activity/output level: identified assumptions at this level will operate at condition to achieve outcomes.

- Sufficient incentives for public and private sector actors to engage.
- Broad public support for the SDG agenda.
- Information needed to carry out assessments is available and traceable
- National and local authorities are willing to share information

Assumptions at output/short-term outcome level:

- The SDG financing monitoring platform provides useful information and stakeholder based their decision on it.
- Stakeholders apply recommendations as intended.
  - Risk assessments gaps are taking into consideration and action plans are activated
- New SDG financing strategy is successful and conducive to aligning planning, finance and policy systems.
  - Dialogue is effective between government bodies and domestic and international private sector



### 2.3 Expected results by outcome and outputs

Outcomes	Related Outputs	Responsible	Government preconditions
<b>1. Stakeholders have clarity regarding SDG financial flows (private, public, domestic and international), leading them to consider SDG implications when making decisions related to public resource allocations and incentives for private actors.</b>	1.1 Mapping and assessment of the SDG financial architecture in Colombia in terms of stakeholders, funding sources and financial information systems. (DFA)	UNDP	Information is available and traceable.
	1.2 SDG funding flows identified in terms of source, amounts, budget line and target level. (SDG Impact)	UNDP UNW	Information is available and traceable.  Information on funding flows is available for key stakeholders.
	1.3 Relationships between gender gaps and investment flows identified in order to establish investment priorities (funding for equity)	UNDP	
<b>2. National SDG financing strategy operating and used by stakeholders.</b>	2.1 National SDG results-oriented financing strategy in place.	UNDP UNW	SDG Commission approves the Strategy designed by NPD, MHCP and APC.  New section in the web platform is designed and information is uploaded once a year.
	2.2 SDG financing monitoring platform operating to follow up the inequality to leave no woman or child behind	UNDP	SDG priorities are taken into account for budget formulation.

## **INFF Rationale (basic logical INFF project framework)**

Once outcomes are achieved, two chains of impact are expected to emerge. On the one hand, the comprehensive identification and linkages of multi-actor budgetary frameworks with SDGs targets and indicators will produce relevant information which will translate into knowledge used by actors in the system. With increased stakeholder knowledge and awareness of the distribution of SDG funding, improved funding decisions will be made, both in terms of budget allocation and the level of progress. A critical effect of better knowledge of the SDG funding ecosystem will be the incremental role of the existing means of implementation to accelerate targets. Medium term outcomes associated with broader public and private resource identification will lead to diversification and greater availability of funding resources.

A second causal chain will be boosted by an improved efficiency allocation system and the integration of planning and financing systems. These two outcomes are expected to encourage stakeholders to embrace the national SDG financing strategy as a holistic framework to ensure that the integration of SDG financing opportunities with national and local development priorities is less time consuming and more cost-efficient. The expected medium-term outcomes of this second path of change are associated with the transformation of attitudes and behaviours, contributing to a more coordinated SDG funding framework. Improved stakeholder attitudes (openness to collaboration and information sharing) with regards to clearer and more transparent and accountable SDG funding are expected to influence the SDG funding ecosystem positively. Better fiscal transparency and improved policy coherence of SDG funding in Colombia will also emerge as a direct consequence of established synergies between domestic and international private finance, national and local domestic resources, and official and no official aid flows.

These two paths of change are conducive to aligning the way in which political economy incentives, budget reporting and allocation systems from stakeholders operate in reality. Embedded incentives associated with poor accountability and transparency will transition to a renewed dialogue towards collaboration and effectiveness that favours learning, trust and partnerships between stakeholders.

Both routes of change are underpinned by the core outcomes of improved efficiency-allocation of SGD funding. This core outcome is achieved once the national SDG strategy positions itself as a route to advance in the consolidation of a holistic funding framework. This core outcome will cement upper medium terms outcomes associated with improving collaboration and effectiveness in the SDG funding architecture system and establishing relationships of trust and dialogue among private and public counterparts. Once overall outcomes are achieved, and assumptions are fulfilled, it is expected that compliance with the SDG goals, targets and compromises will be accelerated.

Colombia will move towards a system to track and make public allocations for Gender Equality and Women Empowerment (GEWE) this, corresponds to fulfill the indicator 5.c.1 and the GEWE elements related to the National Development Plan, reflected in the Public Financial Management system and defining clear and visible budgetary allocations for GEWE.

It is May 1<sup>st</sup> 2022; the incumbent government is winding down. The general elections are imminent, and officials are hastily trying to close as many projects as possible. Although tempers are running high, and the candidates' debates are hostile, there is a



consensus that the gains made by the ongoing administration in relation to the SDGs agenda have been many and must continue. The political parties agree that the government and the financial architecture in the country has managed to create a national momentum to align all stakeholders in the implementation of the SDGs agenda.

Concerns about the suitability of an INFF joint programme strategy for a middle-income country such as Colombia have been allayed. Improved coordination and better knowledge about how SDGs funding is allocated have produced an important change in the mind-set of policy makers and private entities. The sustainability of the SDGs agenda has several supporters, particularly political candidates who synchronise their 2022-2026 policy programmes with the SDG mandate and local priorities.

Women-based civil society organizations acknowledge where are the allocated resources for Gender Equality and Women Empowerment and those organizations are capable to follow up the budgets.

At the outcome level, a clear association between gender gaps and investment flows will establish better investment priorities for gender-related activities. As mentioned in the Theory of Change, better alignment between planning and budgeting processes will contribute not only to improved coordination among stakeholders but also to increased effectiveness. For instance, it is expected that more effective allocation profiles can mainstream issues such as gender equality across national, local and civil society organizations.

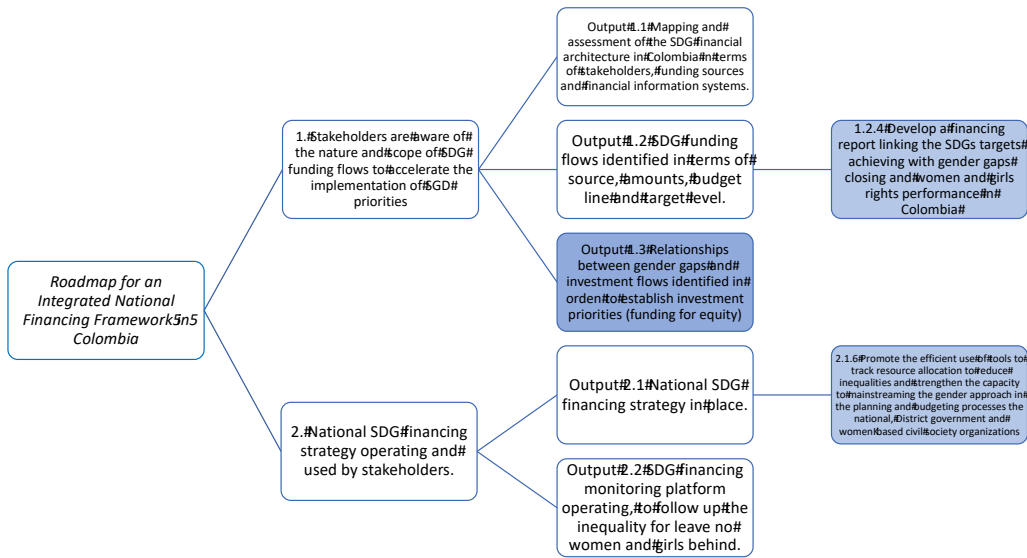
The expected results aim to improve the efficiency of the public expenditure, ensuring resource allocation for the reduction of gender gaps.

The Joint Programme posed an Output aimed at establishing relationships between gender gaps and identified investment flows to establish investment priorities (Output 1.3) which

- Identify key acceleration elements to close gender gaps in the current investment flows (STEM, Public purchases, care economy activities)
- Develop a progressive model on gender goals accomplishment within the prioritized SDGs linked with the funding needs to achieving them.
- Develop an evidence based tool kit to guide budgetary decisions with gender approach at different sectors.

A financing report linking the SDGs targets achieving with gender gaps closing and women and girls rights performance in Colombia and coding of private stakeholders at the micro and macro level including a gender label will be developed as part of the SDG funding flows identification in terms of source, amounts, budget line and target level (output 1.2).

Also, the analysis of integration of budget tags and tracers including gender responsive budgeting will promote the efficient use of tools to track resource allocation to reduce inequalities and strengthen the capacity to mainstreaming the gender approach in the planning and budgeting processes (output 2.1). Finally, in order to identify best practices in planning and gender budgeting for SDG implementation in the SDG financing monitoring platform (output 2.2) to follow up the inequality for leave no women and girls behind.



## 2.4 Budget and value for money

This INFF proposal for Colombia has two main goals. The first goal consists of ensuring a more harmonious relationship between the planning process for SDGs completion and the financial exercise (public and private/ national and international financing sources) by conducting a development finance assessment. The second goal attempts to provide the national government with an efficient public spending instrument. Bearing this in mind, the resources provided by the INFF will have a transformational impact on the way the country plans and implements financing for the SDGs. Moreover, this strategy is made up of a series of methodological instruments (systematic analysis using complexity theory framework) that are aimed at reducing transaction costs that today make the implementation process more difficult and demanding. The proposed methodological strategy differs from other financing strategies that currently exist and its results are understood as direct incentives to add more actors (domestic and international private investment) to the financing of the SDGs.

The budget assigned to this proposal provides UNW, UNICEF and UNDP with the opportunity to strengthen their support for the Colombian government and activate a roadmap of more active collaboration with the domestic and international private sector. For instance, in the case of UNW, the development of an INFF will provide a chance to deliver their institutional strategies related to the gender budget approach (particularly the gender tracker). UNICEF has maintained an active and collaboration with the national government in the implementation of a budgetary framework for social spending for children through methodological transfer of models for estimating direct spending on childhood and the design of a child-sensitive tracker. Finally, UNDP will focus on work related to the private sector and the achievement of the 2030 agenda. In here, it is important to highlight the expertise that the PUNOs involved in



this proposal have had in the development and implementation of DFA and SDG impact in different countries. All of these initiatives are connected with the imperative of increasing knowledge of the financial sources for SDGs achievement.

The Colombian financial architecture has shown an important level of maturity and transparency that makes it a relatively solid and sustainable system. Despite the fact that different spending missions and financial reforms have identified the strengths, today the system requires an adjustment in order to guide its planning towards more sustainable results, particularly in achieving more systematic accounting for financial funds related to the SDG targets. The INFF is an excellent opportunity to clarify the focus and scope of the national financial architecture, where the integration of private and public resources offers a more efficient way to implement the agenda. The National Department of Planning will use the information provided by the INFF to design and elaborate forthcoming National Development Plans. The main results will be visible within the 2022-2026 NDP, including having the tools embedded within the system.

The initiative promotes gender mainstreaming through financing systems, with the ultimate intention of addressing gender inequalities in the means of implementing development priorities.

This JP contributes to substantially strengthen the participation and participation of the government in the localization and / or implementation of the gender related SDGs, through coordination and joint work with the National Women's Machinery and the entities that participate in the budget allocation. local and national, for the efficient use of gender. budget tracker.

Also, the programme contributes to strengthening GEWE CSO's participation in public budget reviews, but also ensures that the SDG objectives are part of the COA of the public budget. Specific budget has been allocated to the Output: Relationships between gender gaps and investment flows identified in order to establish investment priorities (funding for equity). Also to develop a financing report linking the SDGs targets achieving with gender gaps closing and women and girls rights performance in Colombia and to promote the efficient use of tools to track resource allocation to reduce inequalities and strengthen the capacity to mainstreaming the gender approach in the planning and budgeting processes the national, District government and women-based civil society organisations.

The INFF for Colombia represents a huge opportunity for the different partners working in the country to strengthen public and private finances. During the design of this proposal, several meetings were held with different stakeholders who might be interested in joining the initiative. The international community present in Colombia has shown an important interest in the viability of this project, partly because they firmly believe in the positive synergies it could create nationally. For instance, the European Union has shown a very active role around the world regarding how well INFFs projects are linked to their public finance projects. The Swiss agency for development and cooperation (SECO) has a long trajectory in Colombia supporting the public sector to improve national and local capacities related to public finances. Their knowledge and good practices are fundamental inputs that must be incorporated into the project. These two actors are specific examples of important partners who are

interested in this initiative and who can mobilise synergies and resources to leverage co-financing.

Nevertheless, other actors were identified as potential partners to leverage co-financing. The Spanish Agency for Cooperation (AECID), who has a long tradition of support de Colombian initiatives for sustainability; the Swedish International Cooperation Agency that is present in the country and is one of the most relevant partners concerning the achievement of the SDGs.

Finally, the core idea to more effectively link public priorities for SDG achievement with private initiatives on sustainability will offer a more accurate perspective of the actions and investments that are made and those that must be prioritised. A key result will be to leverage inert private capital for the SDGs as it is expected that domestic and private sector will adopt concrete strategies for inclusive business models through a more active role from PUNOs as they are able to provide investors localised insights about market conditions that advance SDGs. We expect in that sense more efficiency on the public spend and a higher participation of the private flows.

## **2.5 Partnerships and stakeholder engagement**

The following national government entities will be in charge of the leadership and oversight of the project: The Ministry of Finance and Public Credit, the National Planning Department and APC Colombia. However, it is important to note that the National Planning Department will be the focal point of the project and will be in permanent contact with the UN Agencies and their staff for the implementation and the evaluation of the JP. Additionally, the NDP, as technical secretary of the National Commission for the SDG, will create the institutional channels to promote progress among different stakeholders.

Under the leadership and coordination role of the country's Resident Coordinator, PUNOs will obtain political engagement and support for the joint programme, both at ministerial and presidential level. Considering the expertise and the country-related experience of each PUNO, UNDP will lead the technical engagement with the Ministry of Finance and the National Planning Department, receiving support from the other partnering UN agencies – UNICEF and UN WOMEN – according to the specific links between PUNOs' area of expertise and the SDG-related financial flows under measurement. Ensuring in that sense, convening power to different stakeholders working in the logic on leaving no one behind, and linking the domestic work with international experiences.

UN Women has provided technical assistance to national and sub-national institutions in gender planning and budgeting, with emphasis on supporting the acceleration of Colombia's progress towards the Sustainable Development Goals. As well as, provide technical support to national and local institutions to improve SDGs implementation and monitoring in the country, with emphasis on the localization of SDGs targets and indicators. The UN Women experience will be a key element to promote the efficient use of tools to track resource allocation to reduce inequalities and strengthen the capacity to mainstreaming the gender approach in the planning and budgeting processes the national, District government and women-based civil society organisations proposed in the JP Programme.

In relation to the strategic contribution from other key partners, the European Union delegation in Colombia will have a major and central role. The EU has a notable leadership on the implementation of INFFs around the world which guarantees effective support. Moreover, it is expected that the JP will become part of the discussions in the public finance group where recommendations and other contributions will be received from its members (EU, SECO, WB, IBD).

Private sector involvement will be critical for the project and specific activities are planned to engage more actively with this sector. This strategy will enable a set of different spaces of dialogue and implementation to ensure that the private sector's participation is real and concrete, discussing financing mechanisms and sharing information. Joint work with private sector organisations and associations such as ProBogota, ProAntioquia, ProPacífico, ProBarranquilla and the Bogota Chamber of commerce will not only focus on the identification of financial sources and how to improve their allocation but will also identify spaces for consultation and dissemination of results. The relationship of this actor with private financial ecosystem will be crucial for the participation and invitation of new actors such as development banks (IBD for example) and other institutions in the financial and banking sector.

National Council of Planification – Women sector, will be consulted to define which women-based civil society organisations are selected to strengthen its capacity to mainstreaming the gender responsive in the planning and budgeting.

In Colombia, the UNDS is accompanied by agencies, funds and programmes that have many years of national expertise as well as country presence; and contributing to the 2030 Agenda with technical assistance to institutions and the implementation of development projects. Hence, the joint programme will benefit from the knowledge and resources not only of the PUNOs but from the entire UNDS system operating in the country.

Moreover, the presence *in situ* of the Economic Commission for Latin America and the Caribbean (ECLAC) implies the existence of a regional supporting mechanism that will enhance knowledge transfers related to the INFF and facilitate the outreach of the Colombian case at regional level.

The strong regional presence of UNDP, UNICEF and UN WOMEN would also guarantee the technical support of regional offices. We expect for example create a regional sharing system with other Latin American countries that have already implemented DFAs (Costa Rica, Uruguay, etc). And with those that are wondering to realize also an INFF. The joint programme will be also connected with the UNDP finance Hub and the global policy network as an interesting case of study and lessons learning initiative.

EU is committed to support INFF processes in Colombia. In this regard, under the political leadership of the UN Resident Coordinator, the EU Delegation in Colombia has had an active participation in the identification process of Colombia as a pioneer country. In addition, the EU Delegation has also been part of the technical group in charge of the preparation of this proposal.

In parallel, at Brussels level, EU conducted talks with potentially interested Member States (France, Spain, Germany, Netherlands, and Sweden). Spain has already indicated they would be keen to be part of the process in the case of Colombia.

In addition, other active donors, (such as WB, Swiss development cooperation Agency and the IADB) in the framework of the PFM donor group, have been informed of the process of elaboration of this proposal and have shown their interest to be part on the implementation of the initiative.

The government is considering to create a specific working group in charge of the SDGs financing issues. This working group would report to the SDG Commission. The EU Delegation, EU member states and other donors (WB, IABD and Swiss development cooperation agency) would be part of this working group alongside the UN agencies involved, the Minister of Finance, NPD and other sectorial ministries.

### 3. Programme implementation

#### 3.1 Governance and implementation arrangements

UNDP, UN Women and UNICEF will act as implementing agencies of the joint programme, offering their technical expertise and comparative advantages to the service of its successful implementation. The RCO will collaborate in the whole process, especially for coordination process and meetings, providing consultancy, and will support the effective coordination with Colombian government.

The strategic and technical coordination of the project will be functions of the Steering Committee, the Technical Committee, and the Coordination Team.

##### *Steering Committee*

This collegiate body will be responsible for the strategic coordination and oversight of the project implementation and monitoring of the achievements of expected outcomes. The Steering Committee will be integrated by:

- The Director of the National Department Planning - NDP
- The Minister of Finance and Public Credit - MHCP
- The Resident Coordinator
- The UNDP Resident Representative
- The UN WOMEN Colombia Country Representative
- The UNICEF Colombia Country Representative
- EU Representative (Permanent Invited Member)

##### *Functions of the Steering Committee*

1. Review and approve the operational plan and timeline of the project implementation.
2. Direct the strategic implementation of the project.
3. Review the monitoring reports about the operational and financial management of the project, project implementation, and project progress (advances, achievements, challenges, and opportunities).
4. Review and make decisions based on the recommendations from the National Technical Committee for adjustments of the operational plan and timeline of the project, budget or lines of work.

5. Facilitate, through advocacy and political dialogue, the operational and financial management and technical implementation among agencies and participant entities (at the national and local levels).
6. Address conflicts and make decisions at the request of the Technical Committee.
7. Support sustainability plans for the project achievements after its completion.

The Joint Programme Coordinator will be responsible for the Secretariat of the Steering Committee.

### **Meetings**

The first meeting will be held before the start-up of the Programme, to review and approve the operational plan and define the strategies for joint work between the UN agencies and the Colombian Government—represented by the *National Planning Department (NPD)*.

During the project implementation (2020-2021), a minimum of two semestral meetings will be held by the Steering Committee. The first meeting will be focused on the planning of the project; the second meeting, on the monitoring of progress. If necessary, extraordinary meetings may be scheduled.

### **Technical Committee**

This body will be responsible for the monitoring of the operational and financial management and implementation and report to the Steering Committee. The Technical Committee will be integrated by:

- The JP Coordinator and 1 M&E specialist (designated by agencies)
- A technical delegate of RCO
- UNDP technical focal point
- MHCP technical focal point
- UN WOMEN technical focal point
- UNICEF technical focal point
- NPD technical focal point
- CPEM<sup>3</sup> technical focal point
- APC technical focal point

The technical focal points from RCO, UNDP, UN WOMEN and UNICEF will act as the official spokespersons of the UN agencies regarding the technical issues. Before a meeting, they will gather and synthesize the main technical issues reported by the technical teams, to be presented and discussed in the Committee meeting.

### **Functions of the National Technical Committee**

1. Review adjust and present to the Steering Committee the operational plan and timeline of the project implementation.
2. Monitor and report to the Steering Committee about the operational and financial management of the project, project implementation, and project progress (advances, achievements, challenges, and opportunities).
3. Give recommendations to the Steering Committee for adjustments of the operational plan and timeline of the project, budget or lines of work.
4. Report to the Steering Committee on the articulation of agencies and participant entities (at the national and local levels), as well as, on conflicts that require the involvement of the Steering Committee.

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<sup>3</sup> Presidential Council for Women's Equality.

5. Review technical reports from technical teams; as well as, facilitate the operational and financial management and technical implementation at the local level.
6. Gather key stakeholders to promote dialogues and platforms.

### ***Meetings***

The Technical Committee will meet every two months. If necessary, extraordinary meetings may be scheduled. These meetings will be attended only by the mentioned members of the technical committee. If it is necessary to discuss or analyse specific situations, external persons can be invited, prior consultation with all the members of the committee.

### ***Special functions of the Coordination Team***

Composed by the JP Coordinator and 1 M&E specialist.

This team will be responsible for:

1. Organize, cite or cancel, with due anticipation, the ordinary and extraordinary meetings of the Technical Committees.
2. Prepare the required documents for each meeting; prepare and keep the committee meeting minutes; send the documents and minutes, in a timely manner, to the committee members.
3. Guarantee and monitor the implementation of the operational plan and timeline in the field, according to the particularities of the local context.
4. Liaise with the three implementing UN agencies to gather and consolidate information on progress, challenges and promote spaces for inter-agency coordination.
5. Monitor and report to the Technical Committee about the operational and financial management of the project, project implementation, and project progress (advances, achievements, challenges, and opportunities), at the local level.
6. Report to the Technical Committee on the coordination of agencies and participant entities (at the local level), as well as, on conflicts that require the involvement of the Technical Committee or the Steering Committee.
7. Moderate committee meetings.

## **3.2 Monitoring, reporting, and evaluation**

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>4</sup>; and,
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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<sup>4</sup> This will be the basis for release of funding for the second year of implementation.



The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programmes, a final, *independent and gender-responsive*<sup>5</sup> *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint

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<sup>5</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

### **3.3 Accountability, financial management, and public disclosure**

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channelled for the Joint Programme through the AA. Each Participating UN Organisation receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organisation (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organisations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicise the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organisation and partners in all external communications related to the Joint SDG Fund.

### **3.4 Legal context**

Agency name: UNDP  
Agreement title: Standard Basic Assistance Agreement  
Agreement date: May 29, 1974



Agency name: UNICEF  
Agreement title: Standard Basic Assistance Agreement  
Agreement date: Mar 15, 1950

Agency name: UN Women  
Agreement title: Agreement Between the Government of Colombia and UNW  
Agreement date: January 18, 2018

## D. ANNEXES

### Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Biodiversity Finance Initiative	<p>Policy and Institutional Review (PIR)</p> <p>Expenditure Review (BER)</p> <p>Needs Assessment (FNA)</p> <p>Finance Plan (BFP)</p>	<p>he Biodiversity Finance Initiative develops evidence-based Biodiversity Finance Plans and supports countries implement finance solutions to reach their national biodiversity targets. It promotes national platforms, regional and global dialogues enabling countries to accelerate the reduction of their finance needs to the point where these biodiversity targets are no longer hampered by the systemic lack of investment. Biodiversity finance is not only about mobilizing new resources. It is concerned with delivering better on what is available, reallocating resources from where they harm to where they help and acting today to reduce the need for future investments.</p>	UNDP	<p>Ministry of Environment</p> <p>Ministry of Finance</p> <p>National Natural Parks</p> <p>National Environmental Licensing Authority</p> <p>Environmental authorities</p> <p>Environmental Research Institutes</p>	<p>270.000 USD (until to June 2020)</p> <p>Budget from Biodiversity Finance Global Initiative</p>	<p>Bejarano, John Project Lead <a href="mailto:john.bejarano@undp.org">john.bejarano@undp.org</a></p>
Gender Budget Tracker	<p>This initiative is implemented from 2019 and it the starting point to identify the resources allocated to fill the gaps between women and men and to eliminate all forms of discriminations against women.</p>	<p><a href="https://www.youtube.com/watch?v=g24rDIFepWl">https://www.youtube.com/watch?v=g24rDIFepWl</a></p> <p><a href="https://colaboracion.dnp.gov.co/CDT/Inversiones%20y%20finanzas%20publicas/Manual%20trazadores%20presupuestales.pdf">https://colaboracion.dnp.gov.co/CDT/Inversiones%20y%20finanzas%20publicas/Manual%20trazadores%20presupuestales.pdf</a></p>	<p>National Planning Department</p> <p>UNWomen</p>	<p>Ministry of Finance and Public Credit</p> <p>Presidential Council for Women's Equality</p>	<p>USD 100.000</p> <p>UNWomen</p> <p>Embassy of Sweden in Colombia</p>	<p>Rocio Macarena Ocampo Lillo</p> <p>Gender Sub direction of National Planning Department</p> <p><a href="mailto:rocampo@dnp.gov.co">rocampo@dnp.gov.co</a></p>

<p>Local Gender Responsive Budgeting</p>	<p>The municipality of Villavicencio in the period 2015-2019 implemented a budget strategy with a gender approach, to address the local situation of violence against women, getting a decrease of the violence rate by five points.</p>	<p><a href="https://www.villavicenciodiaadia.com/usaidd-destaco-a-villavicencio-como-ejemplo-para-el-pais-en-la-aplicacion-de-los-presupuestos-con-enfoque-de-genero/">https://www.villavicenciodiaadia.com/usaidd-destaco-a-villavicencio-como-ejemplo-para-el-pais-en-la-aplicacion-de-los-presupuestos-con-enfoque-de-genero/</a></p>	<p>UNWomen</p>	<p>National Planning Department</p>	<p>USD 80.000 UNWomen USAID</p>	<p>Laura Victoria Rivas Ortíz  Women Secretariat of Villavicencio  <a href="mailto:victoria.rivas28@gmail.com">victoria.rivas28@gmail.com</a></p>
<p>Monitoring of national social spending and budget marker on childhood and adolescence</p>	<p>- Design of information collection methodology and analysis of direct and indirect expenditure on children from national investment and operating budgets (UNICEF-ICBF-NPD). Pilot test for preliminary calculations in 2017. Methodological adjustment, extension of the sample base and update of 2017 and 2018 calculations (UNICEF-ICBF). Design of the operating manual of the child-spending marker to be implemented in the National Bank of BPIN investment projects through SUIFP. Training of national Ministries and Agencies to implement the child-spending marker in the formulation of 2021 projects</p>	<p>The experience of the three-year inter-institutional work between UNICEF, DPN and ICBF on the analysis of social spending and its correspondence with childhood and adolescent policies has served to broaden the learning curve of government teams and the subject of rights and public budget. This process has met design, pilot and implementation stages consistent with the regular processes of the national budget. This will serve as a reference for the execution of the joint programme that is being presented for the development of the INFF in Colombia. Eventually the SDG marker that results from this project will have been built with the good practices and lessons learned from the child-spending marker that government is testing today</p>	<p>UNICEF</p>	<p>NPD Colombian Family Welfare Institute (ICBF) Finance Ministry</p>		<p><a href="mailto:vcolarco@unicef.org">vcolarco@unicef.org</a>  <a href="mailto:pbaracaldo@unicef.org">pbaracaldo@unicef.org</a></p>

<p>Baseline estimate on territorial authorities spending directed to children and adolescents</p>	<p>Methodological design of a mechanism for self-reporting of public spending aimed at children and adolescents executed by local and departmental authorities between 2012 and 2015 (UNICEF-NPD-ICBF) Processing of territorial self-reports for the construction of local and departmental investment base lines in children and adolescents, as part of the Public Accountability of mayors and governors in 2015 (UNICEF) Transfer of methodologies to ICBF and centralized update of the baseline based on the records in the FUT Unique Territorial Form (2016-2018)</p>	<p>The lessons learned and the methodological findings of this process will serve as a reference for this Joint Programme in the analysis and contrast of different sources of funding and databases on public budget. The comparative analysis between the budget accounts of territorial entities and the national government will be the basis for the aggregation of results of direct investments in SDG. The conceptual bases agreed upon in the National Bureau of Childhood Expenditure, may serve as a reference to establish the criteria for analysis and selection of accounting items related to social, direct and indirect expenditure. Surely this will be a key point of discussion for the design of the SDG marker.</p>	<p>UNICEF</p>	<p>NPD Colombian Family Welfare Institute (ICBF) Attorney General</p>	<p><a href="mailto:vcolamarco@unicef.org">vcolamarco@unicef.org</a>  <a href="mailto:pbaracaldo@unicef.org">pbaracaldo@unicef.org</a></p>
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## Annex 2. Results Framework

### 2.1. Targets for Joint SDG Fund Results Framework

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	Suc. 15%	Suc. 10%
4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>6</sup>	2	3
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	2

#### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>7</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level

<sup>6</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>7</sup> Annual survey will provide qualitative information towards this indicator.

- Joint programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
  
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change



## 2.2. Joint programme Results framework

<b>Result / Indicators</b>	<b>Baseline</b>	<b>2020 Target</b>	<b>2021 Target</b>	<b>Means of Verification</b>	<b>Responsible partner</b>
Outcome 1 Stakeholders have clarity regarding SDG financial flows (private, public, domestic and international), leading them to consider SDG implications when making decisions related to public resource allocations and incentives for private actors.					
Indicator Proportion of identified stakeholders reporting financing and budgeting information (starting 2015)	0%	25%	90%	Verification checklist  List of SDG funder partners  Annual financial reports	NPD/UNDP
Indicator Percentage of stakeholders who reports financial contribution to SDG target level.	0%	0%	100%	Stakeholders financial reports	NPD/UNDP and Private sector
Indicator A base line on the state of the SDG Financing flows in Colombia	0	0.5	1	Programme reports Base line report on SDG Financing system	NPD/UNDP
Output 1. Mapping and assessment of the SDG financial architecture in Colombia in terms of stakeholders, funding sources and financial information systems.					

Indicator Proportion of SDG funders for whom sufficient information has been identified, disaggregated by domestic (public and private) and international (public and private)	0%	25%	100%	Verification checklist  List of SDG funder partners  Annual financial reports	NPD/UNDP
Output 2. SDG funding flows identified and coded in terms of source, amounts, budget line and SDG target level.					
Indicator Proportion of financial information systems identified, coded and assessed (from identified funding sources, outcome 1)	0%	0%	100%	Financial reports	NPD/UNDP
Indicator % of stakeholders that use a gender label to categorize their investments on SDG achieving	0%	25%	50%	Programme reports	<i>NPD/UNW</i>
Output 3. Relationships between gender gaps and investment flows identified in order to establish investment priorities (funding for equity)					
Indicator % of increase of resources allocated to close gender gaps in the SDG financing flows.	0%	10%	20%	Programme Reports	<i>NPD/UNW</i>

Outcome 2 National SDG financing strategy operating and used by stakeholders.					
Indicator Proportion of new stakeholders funding base for SDGs, disaggregated by source/SDG target	0%	0%	25%	List of SDG funder partners	NPD/UNDP
Indicator Proportion of stakeholders who adopt new methodology to allocate funding resources to SGD targets	0%	0%	50%	Matrix of inference of policy priorities (IPP)  List of stakeholders how adhere to new methodology	UNDP/NPD
Indicator Proportion of financial flows channelled by national financing architecture	0%	0%	75%	National Monitoring Platform	NPD/UNDP
Output 1. National SDG financing strategy in place.					
Indicator Proportion of stakeholders that adhere to new National SDG financing strategy	0%	0%	100%	List of engaged stakeholders	NPD/UNDP

Indicator Proportion of new stakeholders funding base for SDGs, disaggregated by source/SDG target	0%	0%	25%	List of SDG funder partners	NPD/UNDP
Indicator Number of authorities that know and use the gender budgeting tool kit in their planning processes	10	20	30	Training reports	NPD/UNW
Output 2 SDG financing monitoring platform operating to follow up the inequality to leave no one behind					
Indicator Proportion of identified allocation targets based on new methodology	0%	0%	100%	List of stakeholders how adhere to new methodology	UNDP/NPD

### Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	1	<p>The problem statement assessing the consequences of not count with a gender approach that allows assessing the budget allocations aimed to achieve equality between women and men in the country. Return the gender budgeting marker that recently is implemented to identify the public resource investment on gender equality and;</p> <p>Highlights the problem: the inadequate financing that makes difficult the implementation of laws and policies that promote gender equality and the evidence of the low priority given by the governments to this in their budgets.</p> <p>Considers the final observations of the ninth periodic report for Colombia of the CEDAW committee, directed to enough financial resource allocation for effective implementation in all the country of the Pact for women equality.</p> <p>This JP prioritizes the 5.c.1 indicator: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment, which measures government efforts to track budget allocations for gender equality through the public financial management cycle and to make these allocations publicly available. Indicator 5.c.1 will measure the percentage of governments with systems to track and make public resource allocations for gender equality.</p>	<p>1.1 Problem statement</p> <p>Recomendación 12ª. IX Periodic report for Colombia of the CEDAW committee</p> <p>Indicator measurement criteria 5.c.1.</p>
1.2	Gender Equality mainstreamed in proposed outputs	2	<p>The programme have one gender-targeted output, the principal purpose of the output is to advance gender equality and the empowerment of women, with a clear link to the SDGs, with Target 5.c.1- Output 1.3 Relationships between gender gaps and</p>	<p>Output 1.3</p>

			<p>investment flows identified in order to establish investment priorities (funding for equity).</p> <p>There is a financing report linking the SDGs targets achieving with gender gaps closing and women and girls rights performance in Colombia and coding of private stakeholders at the micro and macro level including a gender label will be developed as part of the SDG funding flows identified in terms of source, amounts, budget line and target level (output 1.2)</p> <p>Also, the analysis of integration of budget tags and tracers including gender responsive budgeting and will promote the efficient use of tools to track resource allocation to reduce inequalities and to strengthen the capacity to mainstreaming the gender approach in the planning and budgeting processes the national, District government and women-based civil society organizations como parte de la National SDG financing strategy (output 2.1)</p> <p>Finally to identify best practices in planning and gender budgeting for SDG implementation in the SDG financing monitoring platform (output 2.2) to follow up the inequality for leave no women and girls behind.</p>	<p>Output 1.2 Activities 1.2.3, 1.2.4</p> <p>Output 2.1 Activities 2.1.2, 2.1.6</p> <p>Output 2.2. Activities 2.2.2</p>
1.3	Programme output indicators measure changes on gender equality	1	28,5% of indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	<p>Indicators: Percentage of stakeholders who reports financial contribution to SDG target level, SDG 5.</p> <p>% of stakeholders that use a gender label to categorize their investments on SDG achieving</p>



				<p>% of increase of resources allocated to close gender gaps in the SDG financing flows.</p> <p>Number of authorities that know and use the gender budgeting tool kit in their planning processes</p>
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	<p>PUNO consulted with three government agencies that foster gender equality within the current proposed project. The Presidential Counselor for Gender Equality as National Women's Machinery, as well as, the local Women's Machinery: Secretariat of women of Bogota, as leader of the strategy on implementation of the SDGs in the capital city. The mechanism inside of the National Planning Department will link in the stages of implementation and M&amp;E</p> <p>This JP contributes to substantively strengthen government participation and engagement in gender related SDGs localization and/or implementation, through the coordination and joint work with the National Women's Machinery and the entities that participate in the local and national budgeting allocation, to the efficient use of gender budget tracker.</p> <p>The Secretariat of women from Bogota will be the lead entity to locate the SDGs in the capital city of the country with a special focus on gender SDG targets.</p>	<p>Government agencies consultation:</p> <ul style="list-style-type: none"> <li>- Presidential Counselor for Gender Equality</li> <li>- Gender Sub direction of National Planning Department</li> <li>- Secretariat of Women from Bogota</li> </ul>
2.2	PUNO collaborate and engages with women's/gender equality CSOs	1	<p>PUNO have collaborated with women sector of the National Planning Council as the instance where converge different stakeholders from civil society to participate in all phases and planning processes in the country. The representant of women groups is elected for a set of women organisations from civil society. The current president of this space is in</p>	<p>Activity 2.1.6 Promote the efficient use of tools to track resource allocation to reduce inequalities and strengthen the capacity to mainstreaming the gender</p>

			<p>charge of periodic monitoring and evaluation of the National Development Plan.</p> <p>The women platform has participate in project consultations, and a wide range of activities to improve its capacity for advocacy in the financing system and budgeting tools is contemplate in the proposal to ensure that gender equality will be incorporate in the strategic objectives and priorities of the government, to allocate resources for its implementation and accountability.</p> <p>The programme contributes to strengthen GEWE CSO participation and engagement in gender related SDGs implementation</p>	<p>approach in the planning and budgeting processes the national, District government and women-based civil society organisations.</p>
3.1	Programme proposes a gender-responsive budget	2	20% of the Project budget is allocated to gender equality.	<p>The exact amount within the budget line:  Outcome 1: USD \$112.000  Outcome 2: USD \$75.000</p> <p>Output 1.3  Activity 1.2.4 and 2.1.6</p>
<b>Total scoring</b>		<b>9</b>		

## Annex 4. Budget and Work Plan

### 4.1 Budget per UNSDG categories

The total budget of this joint programme is US\$ 1.293.828. The requested amount to the SDG fund is US\$971.828. UN Agencies will contribute to the joint programme with an amount of US\$322.000. The relation of financial burdens is 68% and 32%, respectively.

Most of the resources will be executed under the budget line of contractual services (76% of SDG fund contribution and 50% of PUNOs contributions). These resources will be mainly allocated to the design and implementation of the DFA and the conception and development of the National Strategy. It is important to note that in this category we can find the specific approach for gender and children.

Finally, the global budget is the result of an institutional arrangement between the UN agencies aiming to create bridges among the UN system and to contribute to common goals.

UNDG BUDGET CATEGORIES	UNDP		UNWOMEN		UNICEF		TOTAL	
	Joint SDG Fund (USD)	UNDP Contribution (USD)	Joint SDG Fund (USD)	UNWOMEN Contribution (USD)	Joint SDG Fund (USD)	UNICEF Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	70,000	70,000	-	-	-	35,000	70,000	105,000
2. Supplies, Commodities, Materials	20,000	-	10,000	-	-	-	30,000	-
3. Equipment, Vehicles, and Furniture (including Depreciation)	-	30,000	4,000	-	-	-	4,000	30,000
4. Contractual services	500,000	80,000	125,000	-	118,200	-	743,200	80,000
5. Travel	-	-	8,000	-	-	-	8,000	-
6. Transfers and Grants to Counterparts	-	-	-	-	-	-	-	-
7. General Operating and other Direct Costs	25,000	80,000	28,050	27,000	-	-	53,050	107,000
<b>Total Direct Costs</b>	<b>615,000</b>	<b>260,000</b>	<b>175,050</b>	<b>27,000</b>	<b>118,200</b>	<b>35,000</b>	<b>908,250</b>	<b>322,000</b>
8. Indirect Support Costs (Max. 7%)	43,050	-	12,254	-	8,274	-	63,578	-
<b>TOTAL Costs</b>	<b>658,050</b>	<b>260,000</b>	<b>187,304</b>	<b>27,000</b>	<b>126,474</b>	<b>35,000</b>	<b>971,828</b>	<b>322,000</b>
<b>1st year</b>	<b>329,025</b>	-	-	-	-	-	<b>329,025</b>	-
<b>2nd year</b>	<b>329,025</b>	-	<b>187,304</b>	-	<b>126,474</b>	-	<b>642,803</b>	-

## 4.2 Budget per SDG targets

The distribution per target of the budget is based on a triple distinction. First, we define a specific budget for gender issues. Particularly, this joint project will be focused on target 5.C. which seeks to strengthen policies and legislative bills to promote gender equality.

Secondly, the project and their impacts are focused in the promotion of the indicators related with the means of implementation. Almost the 50% of the budget will be used to improve the country capacities (public and private) for the monitoring and reporting of this kind of indicators.

Finally, the third group is composed of two main national priorities. The first priority is related to target 8.10 whose aim consist of widening access to quality financial services for all. The second priority is associated to target 10.4.1, which attempts in a context of generational equity to increase labour share of total GDP. For each one of those two targets, 15% of budget will be allocated.

SDG TARGETS	%	USD
5.C. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	19.2	187.000
8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	15%	145.650
10.4.1 Labour share of GDP, comprising wages and social protection transfers	15%	145.650
16.6: Develop effective, accountable and transparent institutions at all levels.	49.8%	483.558
17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.		
Target 17.3: Mobilize additional financial resources for developing countries from multiple sources.		
1.a.1 Proportion of domestically generated resources allocated by the government directly to poverty reduction programmes 1.a.2 Proportion of total government spending on essential services (education, health and social protection)		
2.a.2. Total official flows (official development assistance plus other official flows) to the agriculture sector		
3.c.1 Health worker density and distribution		
4.b.1 Volume of official development assistance flows for scholarships by sector and type of study		
6.a.1 Amount of water- and sanitation-related official development assistance that is part of a government-coordinated spending plan		

7.a.1 International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems		
13.a.1 Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the \$100 billion commitment.		
15.a.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems		
15.b.1 Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation		
<b>TOTAL</b>	-	<b>US971.828</b>

### 4.3 Work plan

Outcome 1			Stakeholders have clarity regarding SDG financial flows (private, public, domestic and international), leading them to consider SDG implications when making decisions related to public resource allocations and incentives for private actors.																
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved		
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)				
<b>Output 1.1</b> Mapping and assessment of the SDG financial architecture in Colombia in terms of stakeholders, funding sources and financial information systems.	1 to 17	1 to 17	1.1.1 Tracking of all SDG funders according to type and source											The resources will be used to hire the experts for the realization of the Development Finance Assessment	350.150	35.000	385.150	UNDP	DNP - MHCP
<b>Output 1.2</b> SDG funding flows identified in terms of source, amounts, budget line and target level.			1.2.1 Identification of financial information systems related to SDF funding.											Related to this output we have different activities. In the first instance we expect to engage a team to the codification process by Machine learning and Artificial Intelligence. Using and creating an algorithm to relate all resources allocated to SDG agenda.	50.000	40.000	170.000	UNDP	DNP - MHCP
			1.2.2 Use of an algorithm to identify all related resources allocated to SDG agenda.									40.000							
			1.2.3 Labelling / coding of private stakeholders at the micro and macro level including a gender label									40.000							
			1.2.4 Develop a financing report linking the SDGs targets achieving with gender gaps closing and women and girls rights performance in Colombia										Additionally, we expect to publish a financing report linking the SDGs targets achieving with the gender gaps.	32.000		32.000	Un Women	DNP	



<b>Output 1.3</b> Relationships between gender gaps and investment flows identified in order to establish investment priorities (funding for equity)			1.3.1 Identify key acceleration elements to close gender gaps in the current investment flows (STEM, Public purchases, care economy activities)												20.000		20.000	UN Women	NPD Gender Sub direction
			1.3.2 Develop a progressive model on gender goals accomplishment within the prioritized SDGs linked with the funding needs to achieving them.												20.000		20.000		
			1.3.3 Develop an evidence based tool kit to guide budgetary decisions with gender approach at different sectors.												40.000		40.000		

Outcome 2		National SDG financing strategy operating and used by stakeholders.																			
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved				
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)						
<b>Output 2.1</b> National SDG financing strategy in place.			2.1.1 Identification of budgeting tags and national priority targets.																		
			2.1.2 Analysis of integration of budget tags and tracers including gender responsive budgeting																		
			2.1.3 Quantify SDG target costs																		



operating, to follow up the inequality for leave no women and girls behind.			2.2.2 Identify best practices in planning and gender budgeting for SDG implementation.														
			-														

## Annex 5. Risk Management Plan

This programme will be nationally executed under the Ministry of Foreign Affairs and the Presidential Agency for International Cooperation as the official and technical coordinators of international cooperation. UN Agencies will provide administrative and management support as needed. Other modalities might be pursued, including with United Nations organizations or non-governmental organizations to achieve objectives and in line with institutional procedures. The programme will be operated on principles of results-based management to ensure effectiveness. Social and environmental standards will be applied systematically to ensure that development remains inclusive, human rights-based and protective of the environment.

The programme is aligned with the priorities enumerated in the national development plan, 2018-2022, the United Nations Sustainable Development Country Framework, and each agency Country programme documents. A programme management committee will be set up with the national counterparts responsible for coordinating international cooperation and other key institutions, to oversee programme implementation using an integral and interdisciplinary perspective.

The context requires a flexible programme to adapt to change. To ensure timely response in the face of country challenges, territorial reach and administrative capacities will be strengthened through a multi-annual investment plan. The reach will be based on government and United Nations System prioritization, and variables relevant to each Agency. The good economic results of Colombia, and its consolidation as an upper-middle-income country, may lead to deep-seated changes in its relationship with UN Agencies, including a potential reduction of development aid. Agencies will expand its partnership strategy, seeking alliances with new stakeholders, such as multilateral development banks, the private sector and national institutions. South-South cooperation will permeate programme implementation.

The achievement of the programme will require UN Agencies to maintain an integrator role with the United Nations System in Colombia, in particular in the design and implementation of innovative, scalable and sustainable interventions to intractable development challenges at the subnational level, and in the promotion of unified resource mobilization and partnership building strategies.

The main programme risks are related to political polarization, the presence of other armed groups, illegal economies, Covid-19 and other factors. Programme flexibility and maintaining installed subnational capacities are vital to mitigating these risks. The electoral processes in 2019 and 2022 are likely to change the policy priorities of subnational and national governments. To mitigate the risks, Agencies will build trust through continuing dialogue with candidates and authorities from the entire political spectrum, aligning its initiatives with government plans, policies and programmes. A strategic assessment of current and potential partnerships will be advanced as a stepping-stone to forging new alliances. Building resilient communities is a key element in reducing risk from natural disasters. The vulnerability produced by extractive industries will be addressed with a sustainable growth strategy focused on reducing the environmental impact of selected economic sectors.

*Complete the Risk matrix table below*

<b>Risks</b>	<b>Risk Level:</b> (Likelihood x Impact)	<b>Likelihood:</b> Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	<b>Impact:</b> Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	<b>Mitigating measures</b>	<b>Responsible Org./Person</b>
Contextual risks					
Different conditions and events affect the humanitarian, security and stability situation in risk border regions due to Armed conflict, Smuggling, Drug trafficking, Illegality. Paramilitarism and Political situation in neighbouring countries. Also, for Massive displacement situations, Sensitive humanitarian situations and Emergency Care	12	3	4	Periodic monitoring of border areas for rapid response and preventive actions. Rapid actions to help affected populations	Local Governments National Government UNDP UNWOMEN UNICEF

Incidence of great magnitude disasters associated with natural phenomena that affect the scope where actions are being implemented. Earthquakes, El Niño phenomenon, La Niña phenomenon	8	2	4	Need for rapid response plans to address disasters. Ability to mobilize resources for rapid implementation	Local Governments National Government UNDP UNWOMEN UNICEF
Programmatic risks					
Reduction of public resources due to fiscal restrictions and institutional changes due to the beginning of new local governments 2020 (Mayors, Governors). Changes in Local Government, local priorities. No continuity of initiatives Difficulties in transferring acquired skills Limitations on financing Bad reputation for UN Agencies in territories	16	4	4	Dialogue with new local authorities Resource mobilization through new potential partners	UNDP UNWOMEN UNICEF
Incidence of the COVID-19 pandemic	17	3	4	Adaptability to new configuration of the economical system. Ability to use the new financial flows for economic and social reconstruction as an example for the existence of the INFF	National Governments UNDP UNWOMEN UNICEF
Institutional risks					
FRAGILE INSTITUTIONAL ARCHITECTURE FOR EFFECTIVE PROJECT	15	3	5	Strengthen inter-institutional coordination mechanisms in order to	Local Governments



<p>EXECUTION: governance scenarios in municipalities targeted for intervention through the project have a fragile institutional architecture, limiting the capacity to make sustainable over time. It's also a threat to the level of corruption and commitment to public service. A culture of transparent management of public affairs is yet to emerge.</p>				<p>have an adequate flow of information and timely decision-making between the stakeholders involved.</p> <p>Promote a culture of feedback and strong communication through clear channels defined previous to the starting date of the Programme</p> <p>Build trust between UNS agencies and local institutions to ensure flows of information and the improvement of local institutional practices in the provision of services associated with the prevention of violence against women.</p> <p>Institutional mapping that establishes a local roadmap for the maintenance of actions that promote the sustainability of activities promoted within the framework of the project.</p> <p>Strengthening the culture of accountability and citizen control will be at the heart of the program's interventions (citizen overseer)</p>	<p>National Government (NPD, Ministry of Finance and Public Credit) CRO UNDP UNWOMEN UNICEF</p>
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				Implement a coordination and advocacy strategy and experience exchange between women-based organizations and national and local authorities	
Fiduciary risks					
HIGH VOLATILITY OF INTERNATIONAL MARKETS AND EXCHANGE RATE: The Colombian peso has an unusual behaviour and the trends are difficult to predict.	6	3	2	<p>The governance of the Programme periodically will revise the execution of the budget with support from operations and PME teams to rise alerts whenever is needed.</p> <p>International technical assistance will be paid in USD reducing the risks of changes in the budget planning of the Programme</p>	<p>CRO UNDP UNWOMEN UNICEF (Operations and PME Officers)</p>