

UNITED NATIONS MULTI-PARTNER TRUST FUND FOR PEACE in Colombia

PHASE III

Terms of Reference

2023

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1. Justification and background

The following document contains the terms of reference (“Terms of Reference”) of the **UNITED NATIONS MULTI-PARTNER TRUST FUND FOR SUSTAINING PEACE in Colombia** (hereinafter the “Fund”), administered by the United Nations System’s Multi-Partner Trust Fund Office (hereinafter “MPTFO”), with contributions from its donors (hereinafter the “Donors”) who have subscribed to the Fund (hereinafter, the “Parties”, or individually the “Party”).

The Fund’s main objective is to support peacebuilding in Colombia, by contributing to the implementation of the Peace Agreement signed between the Colombian state and the former FARC-EP in 2016, as well as other actions related to peacebuilding that the national government establishes;

The Colombian government, in its Implementation Framework Plan (PMI, for its Spanish acronym), established the strategies, products, goals and indicators necessary for the monitoring of the implementation of the Final Agreement, and recognised that the fulfilment of the objectives requires joint efforts, including international cooperation;

In 2016, the Colombian government requested cooperation from international partners to contribute to the early implementation of the Final Agreement, signed on November 24, 2016, in the Teatro Colon. Thus was formed, between the government, the United Nations and the donor countries, the United Nations Multi-Partner Trust Fund for the Post-conflict, later named the United Nations Multi-Partner Trust Fund for Sustaining Peace, and now the United Nations Multi-Partner Trust Fund for Peace in Colombia, guided by the principles laid out in Paris (2005), Accra (2008) and Busan (2011) on the efficacy of aid – ownership, alignment, harmony and management for achieving results and mutual accountability;

The Colombian government, through Law 2272 of November 4, 2022, *“modifies, adds to and extends”* Law 418 of 1997, whose objective is to promote public order in the country through *“the joining of security conditions, tranquillity and public health that will permit general prosperity and the exercising of human rights”*, and which also defines the policy of peace as a state policy, creates social service for peace and lays out other provisions;

In CONPES document 3918 of 2018, Colombia defined the goals for guaranteeing the fulfilment of the Sustainable Development Goals (SDG), to guarantee meeting this development agenda which has been adopted by 193 countries and brings together the three pillars of sustainable development (economic, social and environmental), and seeks to improve indicators on poverty, health, education, gender equality, work, infrastructure, climate change, reduction of inequality and justice, among other things;

Decree 893 of 2017 defines 170 municipalities as those most affected by the conflict, and it is in these municipalities that the interventions of the Comprehensive Rural Reform (RRI, for its Spanish acronym) are prioritised, through the Territorially Focused Development Plans (PDET, for their Spanish acronym), as instruments for reconciliation, where all actors work towards peacebuilding. Article 8B of Law 2272 of 2022 *permits the President of the Republic of Colombia to constitute regions for peace, in which peace dialogues are held and whose conformation will prioritise, as well as the Peace Agreement’s PDET territories, the ZOMAC territories, ethnic territories, influential communities or vulnerable areas where serious harm*

against the civilian population and the territory exists, and where there has been a lack of or weak state presence, as well as those municipalities that are an economic, commercial, cultural and social epicentre of a region where PDET municipalities are found;

In Resolution 70/262 of the United Nations General Assembly and Resolution 2282 (2016) of the Security Council, these organisms stressed the need for Member States to improve collaboration in order to maintain peace in every stage of a conflict and in all its dimensions, and they highlighted that sustaining peace was vital to stopping *“the outbreak, intensification, continuation or recurrence of conflicts”*;

Resolution 2655/2022 of the UN Security Council reaffirmed its commitment to Colombia’s peace process, embracing with pleasure the progress made in the country since the approval of the Peace Agreement;

In the Secretary-General’s report on peacebuilding and sustaining peace, he suggests that the magnitude and nature of sustaining peace demands the creation of closer strategic and operational alliances between national governments, the United Nations and other key stakeholders, such as international, regional and sub-regional organisations, international financial institutions, civil society organisations, women’s groups, youth organisations and the private sector, taking into account national priorities and policies;

The Secretary-General’s directives included in the global report on Women, Peace and Security (S/2019/800) indicate that we must *“adopt immediate measures related to gender equality and the agenda on women, peace and security, as independent and integrated topics with specific provisions on planning mechanisms for peace and financing”*;

The United Nations Sustainable Development Cooperation Framework (UNSDCF) in Colombia, to which the Multi-Partner Trust Fund for Peace in Colombia also contributes, aims to consolidate the role of the UNS in terms of the priorities defined in the current National Development Plan;

The Fund’s Steering Committee will act in line with the financial regulations, norms, policies and procedures of the United Nations;

The United Nations Fund for Peace has, in its first and second phases, mobilised \$206.5 million USD, of which it has allocated \$181 million USD to 267 projects in 432 municipalities, benefitting 2,024,886 people as of December 2022. The Fund has an initial availability of \$41 million USD for the implementation of Phase III;

The donors wish to continue with a third phase of this Fund in order to support its primary objective and finance the activities approved by its Steering Committee in line with the Colombian government’s priorities;

THEREFORE, the following Terms of Reference for Phase III have been established:

2. The Fund’s functions

Continuing on from the functions carried out in Phases I and II, the Fund will continue to attend to the strategic and territorial priorities set out by the government, and will fulfil the following purposes:

1. Funding the implementation of institutional and territorial initiatives in areas related to peacebuilding and consolidation, with an emphasis on the 170 PDET municipalities and the geographic regions for peace established by the Colombian government and prioritised by the Fund.
2. Consolidating peacebuilding programmes in Colombia under the umbrella of the Fund, creating efficiency and synergy between the implementing organisations working for peace, as well as other partner entities.
3. Aligning the actions of the Fund's partners and implementers with the national priorities defined by the Colombian government for the construction of a sustainable peace.

The afore mentioned will permit:

- The strategic and catalytic allocation of resources that complements national efforts, stimulating, supporting and/or accelerating strategic processes:
 - ❖ Developing synergies between the actors, including the private sector and other volunteers, as well as those funding actions for peacebuilding in Colombia;
 - ❖ Identifying emerging opportunities and funding gaps;
 - ❖ Boosting the results of Projects implemented during the Fund's remit.
 - ❖ Managing knowledge and innovative practices for strengthening the implementation of the Peace Agreement.
 - ❖ Increasing transparency and widening the financial base.
 - ❖ Reducing political and fiduciary risks that donors, governments and other actors are exposed to, through a transparent and responsible results-based management system that provides accountability, monitoring and periodic follow-ups.
 - ❖ Widening the financial base of emerging donors or non-residents.
 - ❖ Channelling complementary resources to actors committed to the cause for concrete actions.
 - ❖ Joining forces with other regional and national funds and initiatives in order to finance multi-dimensional, comprehensive and large-scale initiatives with a common goal.
- Coordination and alignment with national objectives:
 - ❖ Facilitating a platform to strategically strengthen coordination, evaluation, planning, follow-up and communication between the various central, regional and municipal entities of the Colombian state, international cooperation agencies, non-governmental organisations, the private sector and beneficiary communities.
 - ❖ Generating an impact on institutional structures, such that actions are sustainable and make up an integral part of the country's development strategies.
- The reduction of transaction costs.
 - ❖ Strengthening national ownership and reducing the operational burden and transaction costs of the government
 - ❖ Taking advantage of economies of scale by acting as a channelling management mechanism and using standardised co-financing agreements.

- ❖ Scaling successful processes that are in line with national objectives, with systematic processes that help reduce transaction costs.

3. Theory of Change and the Fund's scope

Six years after the signing of the Peace Agreement between the Colombian government and the former FARC-EP, some of the structural causes that triggered the conflict still remain unresolved or are showing signs of fledgling progress. The still-latent conflict in some regions is putting communities at risk, generating displacements, restrictions on movement and violations of fundamental rights for Colombians living mainly in isolated rural areas.

The Fund will continue to promote the mobilisation and coordination of the funding and co-financing of catalytic interventions for peacebuilding, as well as the implementation and sustainability of the progress made in the Peace Agreement signed by the national government and the former FARC-EP rebel group in 2016.

The Fund considers the following premises:

It is vital to strengthen state presence in territories and the capacities of communities for sustainable human development, promoting comprehensive rural reform with integrated actions and environmental justice, gender equality and an emphasis on protecting ethnic, rural and other vulnerable communities. This will lead to the construction of trust networks and will lay the foundations for rural development and comprehensive human security.

By investing in the acceleration of the comprehensive implementation of the Peace Agreement in the areas most battered by the conflict and in the thematic areas with the least progress, including the ethnic chapter and the specific gender measures, and by supporting the sustainability of processes that have already begun, such as the reintegration of ex-combatants, trust in peacebuilding will be strengthened among communities, enabling processes of reconciliation, de-stigmatisation and the building of a culture of peace, and the recycling of violence will be avoided (by dealing with the structural causes). Eventually, new peace processes can be promoted.

If we support the coordination and implementation of territorial policies around peacebuilding, such as the reparations to victims of the conflicts, production conversion projects as part of the solution to the drugs problem, the PDET initiatives, the land restitution processes, among others, the state's response will be optimised, fostering institutional coordination on a local level, increasing the reach of international cooperation and avoiding duplications on a territorial level.

If the communities become the generators of their own development by directly implementing peacebuilding projects and interventions, and if we foster their participation capacities with a gender and ethnic focus, communication and oversight, this will generate sustainable processes that meet the needs of the population, are inclusive and reduce the population's scepticism towards territorial peace and development actions.

If innovative funding mechanisms for sustainable production projects for victims, ex-combatants and rural communities are promoted, fostering employment and involving various sectors such as the private sector, this will contribute to the economic development of the territories, the closing of equality gaps and a reduction in potential conflict factors.

If victims are kept at the centre of the implementation of the Agreement by giving sustainability to transitional justice mechanisms and strengthening the participation of victims in these mechanisms, the processes in progress will be protected and the rights of victims to truth, justice, reparation and non-repetition will be guaranteed.

If we continue to support the construction of national capacities for peace and to promote the generation of peace settings in the territories, the state's capacity to foster new peace agreements with actors other than the 2016 Agreement's signatories will be strengthened.

The Fund's comprehensive actions will seek results in the following strategic areas:

1. Sustainable human development

This strategic area aims at promoting comprehensive rural reform, rural development and human security with the aim of closing historic gaps, reducing inequality and strengthening security. Specifically, this area seeks to:

- 1.1. Support processes of transformation, economic reactivation and production conversion in the PNIS PDET territories and peace territories, through comprehensive interventions that aim to close socio-economic gaps, including food security, and promote and protect cultural diversity and biodiversity.
- 1.2. Improve the perception of security and trust in institutions among citizens on a territorial level.
- 1.3. Manage, in a constructive and transformative manner, social conflicts in the territories, through proactive interventions with a focus on young people, preventing instability and new cycles of violence, as well as promoting a culture of peace.
- 1.4. Strengthen institutional capacities in the territories to strengthen and permit comprehensive local state construction, with a special focus on the most vulnerable populations and civilian participation.
- 1.5. Improve access for those living in the rural territories to formal and alternative justice mechanisms, with the aim of guaranteeing greater justice, equality, tranquillity and a democratic social and political order in the territories.

Comprehensive action against mines

- 1.6. Support the territories in becoming free from the threat of mines and explosive artifacts, with the aim of ensuring that communities can live in safe territories, where peacebuilding and sustainable development is fostered, and where victims receive comprehensive assistance.

1.7. Support the coordination of policies and plans for humanitarian demining in the territories.

Under this strategic area of sustainable human development, a sub-area has been created that seeks to support the national government in the implementation of its Comprehensive Action against Anti-Personnel Mines (AICMA, for its Spanish acronym) in the territories most affected by APM and ERW¹, with the aim of reducing the human impact generated by the presence of such artefacts in the territories and contributing to economic and productive development in these territories and improving the security and liveability conditions of the affected populations. This seeks to re-establish the effective exercising of their rights to their lands, as one of the necessary conditions for achieving peace in Colombia.

Under this sub-sphere, support will be given to demining efforts, using the certification and monitoring mechanisms established by the government (including identification, signalling, reporting and clearing of confirmed hazardous areas). These efforts will be carried out by the civilian operators present in the country, freeing the land of the presence of anti-personnel mines and reactivating the productive, economic and social use of the land, as well as helping the free passage of communities and the development of new coexistence dynamics.

The comprehensive assistance of victims of APM and ERW will be strengthened through their identification, recognition and support up until they access the state offering of processes of support, reparation and humanitarian aid as a condition for them to be able to live a dignified life and integrate with social, economic and political life without any kind of discrimination.

Education on the risk of mines will be promoted, carried out by specialised operators, with the aim of educating both the rural and urban population, mainly in educational and community settings, in the municipalities home to those most susceptible to being a victim of anti-personnel mines. This will include education on safe behaviours and preventive measures with the aim of reducing the risks to their lives.

The sub-area has been created with the aim of permitting the allocation of earmarked resources, that the donors will allocate specifically to this strategic area.

2. *Reintegration*

This strategic area seeks to strengthen the reintegration process of the 2016 peace signatories, with a focus on sustainability, promoting their effective inclusion in the social, political and economic dynamics of civilian life, encouraging coexistence, reconciliation and non-stigmatisation. Specifically, this area seeks to:

2.1 Support the structuring, implementation and sustainability of reintegration projects with a community and environmental focus, promoting reconciliation and economic development

¹ APM – Antipersonnel mines; ERW – Explosive remnants of war

between the ex-combatant population and communities, fostering the leadership of young people, ethnic communities and women and promoting the inclusion of disable people.

2.2 Provide comprehensive psychological support as a fundamental axis in reintegration.

2.3 Strengthen educational training programmes for work, soft skills and economic inclusion.

3. *Victims and transitional justice*

This strategic area responds to the commitment to support and/or back the state in its comprehensive victim reparation strategy with a differential, gender focus, as well as guaranteeing their access to the truth, justice, reparation and non-repetition. Specifically, this area seeks to:

3.1 Support and back the state in its comprehensive strategy of victim assistance and reparation in the sense that the Fund's support contributes to driving or speeding up reparations, specifically related to the right to land restitution and memory, with an emphasis on ethnic populations and coordinating with the other instruments for victims and the implementation of the Peace Agreement.

3.2 Promote the guaranteeing of victims' rights to truth, justice, reparation and non-repetition, through their participation in the strengthened Justice for Peace System.

4. *Communication for peace and support for the entities for monitoring and verifying the Agreement*

This strategic area responds to the need to strengthen territorial capacities, and those of the entities responsible for monitoring and verifying the Agreement, for effectively and periodically communicating the progress and challenges of the implementation of the Agreement, as well as promoting pedagogic actions. Specifically, this strategic area seeks to:

4.1 Effectively and transparently communicate progress in implementation, the peacebuilding dynamic and the situation in the territories, thus reducing the impact of destabilising messages and fostering a culture of peace and reconciliation, through the strengthening of local capacities, with an emphasis on rural populations, women, ethnic communities and young people.

4.2 Strengthen the mechanisms established in the 2016 Peace Agreement (Point 6) for monitoring and verifying the Agreement, with the aim of raising awareness of progress in and challenges to implementation.

5. *Peacebuilding beyond the 2016 Agreement*

The presence of armed groups operating outside the law in the Colombian territory hinders the implementation of programmes and projects that help to consolidate development and consequently

peace in the territories. That is why this strategic area seeks to:

- 5.1 Support the early implementation of the partial agreements established at the negotiating tables with the ELN (the National Liberation Army) and other armed actors, with the aim of generating trust among the communities in the territories.
- 5.2 Support initiatives for reducing violence, promoting peacebuilding and trust, with the participation of communities and civil society.
- 5.3 Strengthen institutional capacities and support with the creation of materials for peace negotiations.

3.1 The Fund's cross-cutting focuses²

The Fund will prioritise interventions that include the following cross-cutting focuses: human rights, differential, gender, ethnicity, sustainability, environment, conflict awareness, cross-generational focuses, and those that foster reconciliation and participation, according to the characteristics of each intervention. It is important for peace to be built in a participatory manner, so projects financed by the Fund will have mechanisms for participation and consultation with the communities in the territories, from the formulation and implementation stages.

Two of these focuses have been prioritised by the Fund in all of its interventions, and include specific prior review measures and follow-up measures during their implementation to ensure no environmental harm in all interventions, as well as a focus on gender equality. To do this, all projects must ensure that these focuses are included in the situational analysis, change theory, intervention logic framework (indicators), monitoring, evaluation and budgets.

Specifically for the gender focus, all interventions financed by the Fund must include an intermediate effect result, which contributes to the Women, Peace and Security Measure, that is specific in its promotion of affirmative, cross-cutting actions to decrease gender gaps, including empowering women, girls and the LGBTQI+ population. The projects must also include a minimum allocation of 30% of the project budget for concrete actions related to this focus.

All those implementing projects financed by the Fund must also have a PSEA (Protection from Sexual Exploitation and Abuse) policy and must include in their initiatives (in the project document) the possible risks associated to this area (in the risk matrix), indicating the mitigation measures that will be put in place as well as the follow-up measures.

All those implementing interventions financed by the Fund must also have a Prevention from Sexual Exploitation and Abuse (PSEA) policy, and include in the initiatives (in the project document) the possible

² The Operations Manual includes a detailed description of how the Fund's projects must incorporate the cross-cutting focuses

risks associated with this issue (in the risk matrix), indicating the mitigation measures that will be put in place, as well as monitoring mechanisms.

The cross-cutting focuses are explained in detail in the Fund's Operating Manual.

3.2 Premises

All of the Fund's actions will be carried out under the following premises:

Sustainable Human Development. Using the obligations created by the rule of law, and through institutional deployment, proximity and strengthening, it is necessary to strengthen the institutional presence across the whole national territory, particularly those territories where it has historically been weak, such as the 170 PDET municipalities. This will contribute to closing gaps, making structural changes to the countryside and generating the necessary development conditions for peace. Equally, it is especially important to see to the needs of those populations that have suffered most from the armed conflict, such as those displaced by the conflict, women who have been affected in a differential manner, and those populations at the greatest risk of (re)connecting with violent dynamics or illegal economies as a way of life.

Action without harm. All of the actions implemented by the Fund will tend towards being actions that do not have any impact or negative effect. This means taking into account elements such as the proper interaction with communities, the correct use of communication channels, coordination between involved entities, among others.

Managing new conflicts through social dialogue and the promotion of coexistence. It is important to prevent social, political, economic, environmental, ethnic and inter-community conflicts, among others, that have come to pass or may come to pass as a result of replacement of state power that illegal armed actors carry out in the territories.

This explosion of new conflicts must be managed proactively and peacefully through dialogue, joint construction and coordination, as well as implementation, monitoring and communication of the progress of the Agreement signed in 2016, and subsequent agreements signed with other actors.

These efforts must be concentrated in specific territories that are at most risk of generating instability. A national peace agreement does not guarantee that the plurality of local and territorial conflicts will become inactive, nor will it lead to a reduction in criminal networks interested in instability and the control of illegal economies.

It is necessary to understand and analyse risks, and generate actions to respond to and mitigate these conflicts. This analysis must be the basis for the formulation of strategies and territorial operation plans, and increasing their potential to generate stability and trust in peace.

Resources. The government has allocated resources from various sources to finance the implementation of the 2016 Peace Agreement and, under its leadership, international partners have taken on the catalytic role of supporting and complementing national efforts, and not simply filling national budgetary gaps.

Considering that the aim is to widen the peacebuilding spectrum to the signing of agreements with other illegal armed actors, it is necessary for this commitment to hold firm, and for the government to continue allocating the necessary resources for supporting the majority of the implementation of the 2016 Agreement as well as other agreements that will be signed.

Differential focuses. It is fundamental for the Colombian state to drive the development of actions and programmes that tend towards the closing of gaps and the equality of the various differential focuses laid out in the Final Peace Agreement.

Gender equality. Interventions are carried out in a participatory manner, recognising the needs of the territories from a cross-sectional perspective³, guaranteeing the effective access to greater development opportunities for women, girls and the LGBTQI+ population, and recognising the gaps that exist in terms of gender and how they cross over with other forms of inequality. In this setting, it is all the more relevant to increase the level and quality of participation and empowerment of diverse groups of women and the LGBTQI+ community as agents for change, protagonists of democracy and development, as peace builders, through the full guarantee and protection of their rights and the opening up and consolidation of spaces for the management and development of initiatives that promote equal rights and greater opportunities for their participation in peace, democracy and inclusive development.

Crisis management. It is necessary to set up mechanisms for the rapid management of crises and emergencies that may come up. Under the leadership and coordination of the government, these emergencies will be met with contingency plans and an inter-institutional crisis management system that will permit the rapid and coordinated response to the needs that arise.

Promotion of an integrated, strategic and coherent approach to peacebuilding. It is important to strengthen this approach in order to ensure comprehensive interventions that help respond simultaneously to urgent needs, but also to strategic needs in order to reduce violence and achieve peacebuilding from and with the territories, taking into account the connection between security, development and human rights.

Build on what already exists. The Colombian state, civil society and the international community, including the Fund itself, have accumulated a series of successful experiences and lessons that will help to guide the development, approval and implementation of projects financed by the Fund.

Coexistence with the state's public policies. The interventions financed by the Fund will be in line with the territorial necessities, development policies and proposals that the government already has in place, be they on a national, departmental or municipal level, coordinating with the institutions and public actors that have a presence in the municipalities and departments.

The culture of peace in a wider sense: Key to consolidating sustainable human development and the stabilisation of the territories is the promotion of a culture of peace through new dialogues with the communities and the involvement of other groups on the margins of the law in these dialogues, in order to find negotiated solutions to the conflict and lay the foundations for peacebuilding.

³ This focus crosses manner barriers, including age, ethnicity, sexual orientation and gender identity, identification as victim of the armed conflict, place of residence or disabilities.

4. The United Nations System (UNS) as a partner for peacebuilding in Colombia

The UNS, in accordance with its mandates and as part of the concepts agreed in the UNSDCF, avails itself to support the government in the implementation of peacebuilding strategies. The Fund, in turn, helps to align and integrate the United Nations's actions in line with the government's priorities, and to mobilise and coordinate funding for strategic and cost-effective interventions.

In line with the UN Secretary General's directive, and his efforts at reforming the United Nations System, and as part of the search for actions that ensure an effective peace, the Fund in Colombia represents a catalysing mechanism that promotes the implementation of the UN reform, provides a rapid and flexible inter-agency response, and permits the participation of the entire United Nations System with an integrated, coordinated and coherent focus, promoting regional, sub-regional and national alliances focused on building and maintaining peace. Additionally, it is a tool that permits the mobilisation of resources from the private sector to support funding for peacebuilding.

In order to achieve that, and to avoid competition for resources and duplicity of actions by the Fund and all the UNS programmes and projects related to peacebuilding in Colombia, the government and the UNS will work together on reviewing and promoting synergies. The coordination between the state and organisations from the international community is essential to maximising the impact of interventions, avoiding repetition and ensuring action without harm. The UNS will foster coordination mechanisms where the government, UNS agencies and other organisations are operating, facilitating territorial coordination and implementation.

Capitalising on the management of information on conflict dynamics and the impact of the UNS in the country, the Office of the Resident Coordinator will promote spaces for the exchange of said information, that may be useful for the planning and monitoring of peacebuilding initiatives.

5. The Fund's governance and coordination

The Fund's governance has three levels: coordination and functioning (Strategic Committee, Steering Committee, Technical Committee and the Fund's Secretariat), design and administration (MPTFO), and implementation (implementing entities).

5.1. The Fund's coordination and functioning:

5.1.1 Strategic Committee

This committee is the organism responsible for the Fund's strategic direction. It is jointly presided over by the Ministry of the Interior and the UNS Resident Coordinator.

The members of the Strategic Committee are:

- 5 government members: the Ministry of the Interior, the Counsellor Commissioner for Peace, the Minister of Foreign Affairs, the Director of the Presidential Agency for International Cooperation (APC-Colombia), and the Director of the National Planning Department (DNP, for its Spanish acronym)⁴.
- 2 UNS members: the Resident Coordinator as a permanent member, and another representative elected by the UNS on a rotational basis every year.
- Contributors providing resources in the Fund's Phase III.
- The main contributors to the Peace Building Fund (PBF).
- 1 representative from the private sector and 1 representative from civil society, nominated by the members of the Directive Committee, endorsed by the co-presidents and designated by the Steering Committee.
- 1 representative from other international cooperation mechanisms related to peace, invited as an observer.
- The MPTFO as a Fund administrator, with no vote.
- The Fund's Technical Secretariat, with no vote.

Functions:

- Providing the strategic guidelines for the Fund to be reflected in the Fund's annual investment plan.
- Promoting strategic dialogue between members on issues related to the Fund.
- Promoting strategic coordination in order to increase the impact of investments made by the Fund.
- Supervising the Fund's progress in terms of the results framework, based on updates prepared by the Fund's Technical Secretariat.

Sessions

This Committee will meet at least twice a year. In the event that specific sessions are required, these can be called by the Fund's presidents.

Decision-making: The Strategic Committee's decisions will be made by consensus. In the case of disagreements, the Steering Committee will be called upon to make decisions.

In order for the Strategic Committee to meet, a quorum of five (5) members is required, including the co-presidents and at least one representative of each party (understood as the government, UNS and donors).

The members of the Strategic Committee may designate delegates in writing to the Technical Secretariat, where necessary.

5.1.2 Steering Committee

This committee will be responsible for approving matters relating to the functioning of the Fund and will carry out a general supervision of the Fund. It is jointly presided over by Director of the Unit for the

⁴ These entities are delegated by the national government and notified to the Multi-Partner Fund's Technical Secretariat.

Implementation of the Final Agreement as a representative of the Administrative Department of the Presidency (DAPRE, for its Spanish acronym⁵) and the UNS Resident Coordinator.

The Steering Committee's members are:

- 5 government members: the Ministry of the Interior, the Counsellor Commissioner for Peace, the Minister of Foreign Affairs, the Director of the Presidential Agency for International Cooperation (APC-Colombia), and the Director of the National Planning Department (DNP, for its Spanish acronym)⁶.
- 2 UNS members: the Resident Coordinator as a permanent member, and another representative elected by the UNS on a rotational basis every year.
- 3 rotational members from the contributors, chosen by the contributors themselves, who commit more than \$1,000,000 USD in the Fund's Phase III.
- 1 representative from the private sector and 1 representative from civil society, nominated by the members of the Directive Committee, endorsed by the co-presidents and designated by the Steering Committee.
- The MPTFO as a Fund administrator, with no vote.
- The Fund's Technical Secretariat, with no vote.

The members of the Steering Committee may designate delegates in writing to the Technical Secretariat, where necessary.

Functions:

The Steering Committee will act in accordance with the rules, financial and political regulations and procedures of the United Nations.

The Steering Committee will be called periodically, according to the decision-making and strategic analysis needs as part of the Fund's priorities, and is responsible for the following tasks:

- Reviewing and approving, in the case of disagreements in the Strategic Committee, such matters that are required.
- Approving the Fund's Annual Investment Plan.
- Reviewing and approving the Fund's risk management strategy.
- Reviewing the risk monitoring matrix periodically updated by the Secretariat.
- Reviewing and approving, on an annual basis, the periodic reports consolidated by the Secretariat and the MPTFO, based on the progress reports presented by the implementing entities.
- Requesting, through the Technical Secretariat, two independent evaluations (half way through and at the end of this new phase) of the Fund's results, the impact or transformations it promotes, and approving the Terms of Reference.

⁵ Once established, the Unit will be replaced by the Council responsible for the implementation of the agreement.

⁶ These entities are delegated by the national government and notified to the Multi-Partner Fund's Technical Secretariat.

- Approving revisions to the Fund's Terms of Reference, as required.
- Approving updates to the Fund's Operating Manual when necessary, with the aim of incorporating lessons learnt or adapting it to operational requirements.
- Approving extensions to the Fund's duration, as required.
- Providing other guidance related to the Fund's structure and procedures that it considers necessary.
- Approving the projects that will be financed by the Fund and the allocation of resources, as well as modifications required by projects being implemented that have been recommended by the Technical Committee, time extensions greater than six months, changes to budgetary lines superior to 25% (whenever these are greater than \$30,000 dollars), the addition of resources and/or substantial programme changes.
- Approving the terms of reference for civil society calls for proposals.
- Approving the Fund's direct costs, particularly those related to support operations for the Secretariat, evaluations and audits.
- In exceptional/urgent cases requested by the co-presidents, or when considered necessary by the Committee, directly inviting implementing entities to formulate a complete project document.
- In exceptional/urgent cases requested by the co-presidents, or when considered necessary by the Committee, directly inviting civil society organisations, or inviting them through the shortlist, to formulate proposals without a public call for proposals.
- In exceptional/urgent cases requested by the co-presidents, or when considered necessary by the Committee, calling for the review of proposals through the Fund's rapid cycle.

Sessions:

This committee will be called periodically, according to the approval needs that arise. It could be called in person by one of the Fund's co-presidents or via email, by the Technical Secretariat.

Decision-making

The Steering Committee's main decision-making mechanism will be consensus, given that it is a mechanism built on trust for peace, tending towards finding satisfactory solutions for all parties. In exceptional cases of disagreement, decisions may be made by a qualified majority of two-thirds (2/3).

In order for the Strategic Committee to make decisions, a quorum of five (5) members is required to be present, including the co-presidents and at least one representative of each party (understood as the government, UNS and donors).

The members of the Steering Committee may designate delegates in writing to the Technical Secretariat, where necessary.

5.1.3 Technical Committee

The Technical Committee is the entity responsible for technically reviewing the projects and programmes, or requests for changes to projects being implemented that have been submitted for the Fund's consideration. In the case that these are considered viable and relevant, they will be presented for approval to the Steering Committee through the Fund's Technical Secretariat. In the event that they require technical assistance for the structuring of projects and to help guarantee the technical quality of projects, the UNS Agencies will provide experts in the required field.

As part of the project review process, the project's counterparty public national order entity⁷ or the party responsible will be invited to the discussions to present the project, highlight the government's needs for this project and respond to any of the Committee's doubts. The technical recommendations on the execution of projects and programmes will be transmitted to the project team for their obligatory inclusion and/or improvement.

The objectives of the project review process by the Technical Committee are the following:

- Ensuring the technical quality of projects, through a specialised technical review by sector/strategic area, as well as their technical and financial sustainability;
- Guaranteeing the suitability and coherence of the intervention: it will ensure that projects that are submitted for approval to the Steering Committee are (i) in line with the government's priorities and these Terms of Reference; (ii) coordinated with existing activities and those planned in the sector, (iii) consulted with the relevant national and/or territorial institutions, according to the proposal's strategic area, and (iv) consulted with the participating populations (communities, civil society organisations, peace signatories, etc.) who are directly involved, beneficiaries or subjects of the intervention.
- Making recommendations and/or changes to the projects that will be recommended to the Steering Committee.

The members of the Technical Committee are:

- 5 government members: the Minister of the Interior, the Counsellor Commissioner for Peace, a representative from the Ministry of Foreign Affairs, a representative from APC-Colombia, and a representative from the National Planning Department (DNP, for its Spanish acronym)⁸.
- 3 rotational members from the contributors, chosen by the contributors themselves, who commit more than \$1,000,000 USD in the Fund's Phase III.
- A representative from the UNS.
- A representative from civil society/the private sector, depending on the relevant topic.
- The Fund's Technical Secretariat

⁷ In those projects with a territorial focus, the signing of the project document, or letter, or concept and non-objection by the territorial entity will also be required, in order to guarantee ownership of the initiative. They may also be invited to participate in the project presentation when deemed necessary.

⁸ These entities are delegated by the national government and notified to the Multi-Partner Fund's Technical Secretariat.

Particularly for matters and projects related to the reintegration of ex-combatants from the former FARC-EP, this group must be specifically consulted with, from the formulation stage. According to the requirement, this demographic group may also be invited to participate in the presentation of projects to this committee.

The United Nations System will support the revision of notes and projects, delegating to thematic experts from an agency/fund/programme that is not an implementer of the evaluated project (peer review).

Functions:

- Periodically advising the Steering and Strategic Committees on investment priorities as part of Change Theory, based on an updated analysis of the context.
- Issuing recommendations on the structuring processes of projects in the phase prior to presentation of proposals to the Steering Committee.
- Reviewing the concept notes or projects submitted for review in order to ensure their technical quality and relevance.
- Ensuring that the cross-cutting focuses are properly included in projects
- Reviewing requests for modifications to projects in progress, such as: deadline extensions of more than six months, changes to budgetary lines greater than 25%, only when these are greater than \$30,000 USD, the addition of resources, programmatic changes.
- Recommending to the Steering Committee the approval of projects presented to the Fund and the requests for project modifications.
- Recommending changes to the Technical Secretariat and the MPTFO in terms of the presentation of reports and monitoring and evaluation of the Fund.
- Reviewing and making recommendations to the Steering Committee on the terms of reference for hiring external evaluations prepared by the Technical Secretariat.
- Evaluating, making recommendations on and prioritising the alerts identified in the follow-up of projects.
- Reviewing and submitting for approval to the Steering Committee the terms of reference for civil society calls for proposals.
- Voluntarily participating in the process of reviewing notes and projects received as part of the civil society calls for proposals.

Sessions:

This committee will meet monthly, or as required. It will be called for meetings by the Fund's Technical Secretariat in person or electronically (by email, for exceptional cases agreed upon in the Committee), at least eight days in advance will ensure that the Committee has all of the documents submitted for review with said advance notice.

Decision-making

The Steering Committee's main decision-making mechanism will be consensus, given that it is a mechanism built on trust for peace, tending towards finding satisfactory solutions for all parties. In exceptional cases of disagreement, decisions may be made by a qualified majority of two-thirds (2/3).

5.1.4 Technical Secretariat

This is the entity responsible for the Fund's operational functioning, and is linked to the Office of the United Nations Resident Coordinator, who it will respond to periodically. The Secretariat provides technical and administrative support to the Strategic Committee, the Steering Committee and the Technical Committee, in line with the regulations, rules, guidelines and procedures of the United Nations, and is responsible for organising processes of project review and evaluation, and of the monitoring, evaluation and review of Fund reports.

The Technical Secretariat will have a minimum makeup of:

- One Fund Manager, with relevant technical expertise.
- One Coordinator for the Technical Secretariat.
- One Programme Advisor.
- One specialised financial and administrative professional.
- One monitoring and evaluation specialist.
- One communications specialist.
- One specialist in gender issues.

The makeup of the Secretariat can be reviewed and adjusted by the Steering Committee, according to needs and budgetary availability.

Functions:

- Advising the Technical Committee and, when required, the Steering Committee and Strategic Committee, on the definition of strategic priorities, and programmatic and financial allocations.
- Reviewing the formulation and structure of projects, providing feedback to the proposing entities in order to ensure coherence, quality and risk management, and supervising the application of the Fund's cross-cutting focuses, prior to their circulation to the Technical Committee.
- Reviewing, filtering and making technical recommendations, together with the state counterpart, thematic experts from the UNS and members of the Fund who wish to participate voluntarily, to the other members of the Technical Committee, and on concept notes and projects that are presented as part of civil society calls for proposals.
- Facilitating collaboration and communication between the implementing entities.
- Requesting the transfer of funds to the Administrative Agent, according to the decisions made by the Steering Committee.
- Monitoring and evaluating the approved projects and periodically communicating on progress made in these projects to the Fund's actors.
- The Fund's knowledge analysis and management, including the systematisation of learnings, good practices, lessons learnt and recommendations, as well as support for knowledge management within funded projects for the generation of lessons that feed into the decision-making of all actors associated with peacebuilding.

- Facilitating the contracting of two external evaluations (during and at the end) for Phase III, submitting the terms of reference for review by the Technical Committee and providing all required materials for said evaluations, as well as following up on the application of the recommendations that arise from these.
- Ensuring the monitoring and control of operational risks, as well as ensuring the monitoring and updating, when required, of the risks of all projects approved by the Fund.
- Guaranteeing the monitoring of the incorporation and implementation of the gender equality and women's rights focus in projects financed by the Fund, and presenting analytic reports to the Committee; this also applies to the other focuses: environment and ethnic.
- Consolidating the annual and final narrative reports provided by the implementing agencies and presenting an annual report on consolidated results to the Steering Committee for its approval, based on the Fund's results framework and indicators, highlighting the transformations the mechanism has contributed to in terms of the implementation of the Peace Agreement and other prioritised peace initiatives.
- Directly approving changes to projects being implemented, such as extensions of less than six months and changes to budgetary lines of less than 25%, only when they are less than \$30,000 USD and do not represent programmatic changes or changes to the project's framework.
- Verifying that implementing entities request, where necessary, up to two changes related to the implementation of the project (for example, programmatic, time extensions, budgetary changes), which must be related to initial implementation risks laid out in the project risk matrix. The Technical Committee can consider, in exceptional and justified cases, additional changes.
- Inviting implementers to present project adjustment requests to the Fund's Technical Committee.
- Preparing and sharing the calendar and agenda of meetings of the Strategic, Steering and Technical Committees, and coordinating the participation of their members.
- Calling, at least eight days in advance, the meetings of the Technical Committee and Steering Committee, ensuring that all documents for review are available in advance.
- Documenting the Technical Committee's recommendations and communicating them to the relevant actors.
- Documenting the decisions and meetings of the Steering Committee and the Strategic Committee, through meeting minutes, and communicating the decisions to the relevant actors.
- Ensuring the incorporation into projects of the recommendations arising from the Steering Committee prior to the transfer of resources by the MPTFO.
- Following up on the risks and planned mitigation measures related to Protection from Sexual Exploitation and Abuse (PSEA).
- Together with the Fund counterparts, updating and implementing the Fund's communications strategy.
- Developing and implementing, alongside the national government, the Fund's strategy for the mobilisation of resources.

- Facilitating, working closely with the Office of the Resident Coordinator, the coordination and communication between the UNS agencies in the interest of positively contributing to the formulation and implementation of projects.
- Elaborating the Fund's detailed internal regulations, through the Operating Manual, and submitting them for review to the Technical Committee and approval by the Steering Committee.

Operational costs:

The Secretariat's costs will be charged to the Fund as direct costs. The Secretariat's budget will be agreed and approved annually by the Steering Committee (it is recommended that these costs do not exceed 3% of the Fund's budget). In terms of operational/administrative matters, the UNDP will carry out the contractual procedures for the Technical Secretariat's staff.

5.2. The Fund's design and administration

The Fund will be administered by the MPTFO, using the pass-through management method. The Fund's administrative services, whose costs make up 1% of received contributions, include:

- (i) The setting up of the Fund: support in the Fund's design (Terms of Reference and Operating Guidelines), and development of legal instruments; and
- (ii) The Fund's administration: receipt, administration and disbursement of funds to the implementing entities, in line with the Steering Committee's decisions, and the consolidation of financial reports.

The MPTFO is responsible for the following functions:

- Providing support in the design of the Fund;
- Updating and signing a Memorandum of Understanding (MOU) with the UNS's implementing entities;
- Signing a Memorandum of Agreement (MOA) with the Colombian government, in order to open up the governmental implementation channel;
- Signing the Standard Administrative Agreements (SAAs) with donors that want to contribute financially to the Fund;
- Receiving and administering the received funds, including the Fund's liquidation;
- Investing and re-investing the Fund's resources, in line with its investment policies, practices and procedures. Any profit will be added to the Fund's resources and will not be accredited to the contributions of any particular donor.
- Providing up-to-date information to the Steering Committee on available resources on a regular basis;
- Depending on availability of resources, making transfers to implementing entities, according to the Steering Committee's decisions, and in line with the fund requests signed by the United Nations Resident Coordinator in their role as Fund Co-President;

- Consolidating annual and final financial reports presented by the implementing entities and the Technical Secretariat, and presenting the consolidated reports to the Steering Committee and each of the Fund's donors;
- Providing a final financial report for the Fund, including the notification of the Fund's liquidation;
- Disbursing, as direct costs, funds for the functioning of the Secretariat, based on the Steering Committee's decisions. The Administrative Agent will notify the Steering Committee of the quantities used for such ends, annually.
- Providing fund management tools to guarantee transparency and accountability.

5.3. Implementation of the Fund

The Fund considers three implementation channels: 1. UNS channel, 2. Civil society and private sector, 3. Governmental channel. This architecture allows the implementing entities of each channel to operate under a common governance structure (including the administrative agent), but according to their distinct policies and procedures.

Each implementing entity is programmatically and financially responsible for the funds received, in line with their own regulations, norms, policies and procedures, as well as the selection and evaluation of executing parties, as long as they meet the minimum requirements established by the Fund in terms of financial guarantees and principles. The implementors/executors by channel will be validated by the Fund's Steering Committee.

The structure of the channels will be created in the MPTFO's administrative system. The channels will be established separately, allowing for the monitoring of the resources going to each one. The Gateway will hold the information on resources, either in a combined fashion (as one multi-partner fund) or separately.

5.3.1 United Nations channel

Through this channel, the UNS's Agencies can receive resources from the Fund, following the signing of a MOU with the Administrative Agent. The funds will be administered by the implementing entity, in line with its own regulations, norms, directives and procedures. The UNS must have the operational capacity for the immediate implementation of projects approved by the Fund's Steering Committee. The Agencies will be charged as indirect costs up to a maximum of seven percent (7%) of the amount received for the implementation of projects.

Proposals presented through this channel must be inter-agency proposals (two agencies or more), and they must be presented by the Agencies, Funds or Programmes whose technical expertise and mandate are closely tied to the strategic area of the proposal.

Where possible, proposals presented through this channel that also include resources executed by civil society organisations will be positively evaluated.

5.3.2 Civil society organisations and private sector channel

As a general principle, proposals considered through this channel will promote a synergy between civil society organisations, not the competition for resources, with an emphasis on the strengthening of the programmatic, operational and administrative capacities of grassroots or local organisations.

The Fund will allocate at least 40% of its resources to working with civil society organisations. The proposals presented through this channel will generally come from open, public calls for proposals, under the design of terms of reference in line with the priorities established by the Fund.

In exceptional, specific, justified and topical circumstances, the Steering Committee can invite implementing entities from civil society to directly present their proposals, or to present via the shortlist.

Wherever possible, direct transfers will be made to the non-governmental entities, through the Administrative Agent, who will not make additional administrative charges or incur direct costs, and with whom they will sign a Financial Agreement.

When this is not possible, the civil society or private sector organisation may receive resources from the Fund through the Management Agent, subscribing to programmatic instruments (Subsidy or Responsible Party Agreements) or contracts. The funds will be administered by each participating organisation according to its own regulations, norms, directives and procedures, which must be in line with the principles and policies of the Management Agent. The civil society or private sector organisation must have the operational capacity for the immediate implementation of projects approved by the Fund's Steering Committee. The civil society or private sector organisation will be charged, as indirect costs, up to a maximum of seven percent (7%) of the amount received for the implementation of projects.

For the tasks and responsibilities of the Management Agent, a maximum of 3% of indirect costs will be charged; and, as necessary, the Management Agent may request that the Fund reviews and approves, as direct costs, each of the calls for proposals and projects under its responsibility. The direct costs will be calculated by volume of work required by each implementing entity. It is understood that direct costs may gradually diminish as the implementing agencies strengthen their implementation capacities, as well as fulfilling their programmatic and financial responsibilities. The Technical Committee will monitor the direct costs, with the aim of optimising these resources, and will make recommendations on their approval in each case to the Steering Committee.

5.3.3 Governmental channel

Through this channel, government entities can receive resources from the Fund through the undersigning of a MOA with the Administrative Agent. The funds will be administered by each implementing entity in line with the guidelines of Public International Law. Government entities must have the operational capacity to implement the projects that are approved by the Fund's Steering Committee.

6. Contributions

This Fund's resources will include: contributions from donors, any interests, payment, redemption or net yield from investments, less any authorised disbursements and incurred costs, according to these Terms of Reference and the decisions of the Fund's Steering Committee.

The Fund's resources will be used to finance or co-finance projects, programmes and operations approved by the Fund's Steering Committee. The Fund accepts contributions from governments, government organisations or non-governmental organisations. As a general rule, the contributions will be untied and will respond to the Steering Committee's decisions.

The Fund accepts contributions in fully convertible currencies or in any other currency that can easily be used. Said contributions will be deposited in the bank account designated by the MPTFO. The value of contributions, if made with a currency other than the United States dollar, will be determined by applying the United Nations operational exchange rate applicable at the time of the payment. Losses or earnings derived from exchange rates will be registered in the Fund's account established by the Administrative Agent and will be covered by the Fund.

7. Programmes and Projects Approval process

There are two methods by which programmes and projects receive approval:

Regular cycle: made up of the phases of project identification, presentation, review and approval.

Rapid cycle: the approval phases are shorter (maximum six working days in total), with the aim of giving prioritised approval to critical implementation initiatives in the short term.

7.1. Regular cycle

As a general rule, all proposals, notes or projects will pass through the Fund's regular cycle, unless the Steering Committee should consider it necessary for them to be evaluated in the rapid cycle. The Technical Secretariat will carry out an initial review, request necessary adjustments and, once the final document is received, it will call the Technical Committee to review the proposal, at least eight days in advance.

7.1.1 Project identification, consultation and recommendation

Based on an exercise of identifying priorities, supported by the materials and analysis from various partners, the Technical Committee will identify the appropriate channel through which to invite people to present proposals.

Once the implementation channel/s have been identified, the projects will be selected following the suitable review by the Fund's committees and, in the particular case of the civil society channel, they will be selected through competitive, public calls for proposals, based on the strategic priorities approved by the Steering Committee.

In exceptional, specific, justified and topical circumstances, the Steering Committee can invite implementing entities from civil society to directly present their proposals, or to present via the shortlist.

7.1.2. Design and review of projects or programmes

Project design will be the responsibility of the implementing entities, depending upon the channel (civil society and private sector, United Nations, or governmental), with the participation of those public entities

whose mandate is aligned with the proposal's strategic area, and other entities recommended by the Technical Committee.

Project design is made up of two phases: presentation of the concept note and, if this is recommended, the implementing entities will be asked to formulate a complete project document.

Aside from exceptional/urgent cases defined by the Steering Committee, this entity can invite formulators to present a project document directly in order to speed up approval processes.

The Technical Secretariat will receive the concept note or project document and will carry out an initial review, with the aim of guaranteeing its quality and alignment with the priorities and criteria established in each case. If the proposal requires preliminary adjustments, the Secretariat will send its comments to the implementing agency and provide a suitable time for adjustments.

Once the final version of the concept note or project document has been received, it will be distributed to the Technical Committee, which will be called and will receive the documents at least eight working days before the Committee meeting, where it will analyse the proposal and release a concept.

At the end of the review, the Technical Secretariat will prepare a note that summarises the technical review process of each proposal and the Technical Committee's recommendation for approval or non-approval to the Steering Committee, including both the support and reservations that the Technical Committee may have. The source of the reservations or opposition to approval must be clearly identified in this note.

The time for changes to be made to concept notes and the formulation of a project document, if required by the Committee, must not exceed one calendar month from receipt of the comments. Once this time has elapsed, proposals will not be received and, if necessary, the approval cycle must begin from scratch.

Criteria: The Technical Committee's review will involve programmatic quality control of the proposal and will ensure the alignment, coordination and prioritisation of the intervention within the relevant strategic area of the Fund. The review will guarantee that the programmes submitted for approval by the Steering Committee are in line with strategic priorities, coordinated with existed and planned activities and are developed in consultation with relevant actors.

7.1.3. Programme/project approval, allocation and transfer of funds.

Once the process with the Technical Committee has been completed, the projects that meet the Fund's criteria will be referred to the Steering Committee for their approval, via the Secretariat. The Technical Secretariat will circulate the project document in the format corresponding to the Steering Committee at least eight working days before the scheduled meeting. In urgent cases, it may be circulated with fewer days' notice, as and when the project is endorsed by the Steering Committee for review through the rapid cycle.

The presentation must include the following:

1. The project document in the corresponding format.
2. A document providing a response to the recommendations/comments made by the Technical Committee, and

3. The Technical Committee review file.

The Steering Committee will consider and select projects based on their alignment with priorities, available funds, complementarity of the intervention with other actions in progress or planned actions, and level of involvement of concerned actors. Cross-cutting criteria such as the gender focus and human rights, among others, will also be taken into account.

The following are the options available to the Steering Committee regarding its decision: i) approval; ii) approval with recommendations; or iii) rejection.

Projects approved with recommendations are not required to present a new proposal for the review of the Committees; the Fund's Technical Secretariat will guarantee that the implementing agency takes on these recommendations before requesting the transfer of Fund's from the MPTFO.

Allocation of funds

While projects should be designed based on needs, they should be prioritised taking into consideration the available funding. The available budgetary allocation for a specific project must be considered, both in the development phase and approval stage. While the availability of funds is likely to fluctuate, the projects presented to the Steering Committee for its approval must include a realistic budget, based on the availability of resources.

The Steering Committee's decisions will be registered in the meeting minutes and consolidated by the Secretariat in the fund allocation matrix. The Secretariat will share the meeting minutes of the Steering Committee and the approved allocations electronically. The Steering Committee's minutes must be signed by the Fund's co-presidents within a maximum of eight working days following receipt of the minutes.

Transfer of funds

The Secretariat must prepare a fund transfer request for each programme or project and budgetary allocation approved by the Steering Committee. The MPTFO will make the transfers approved by the Steering Committee to the implementing entities in the five (5) working days following the presentation of the request. Once the transfer has been completed, which will count as the start date of the project, an email notification will be sent to the representative from the receiving organisation and the Secretariat.

7.2. Rapid cycle

This rapid cycle will be used in exceptional cases, in those circumstances considered by the Steering Committee to require the rapid rollout of interventions.

This procedure will be requested by one of the Steering Committee's co-presidents. The technical Secretariat will call the Technical Committee to review electronically (by email) the proposal(s) within a **maximum of three working days**, at the end of which the project will be understood to have been approved by non-objection.

Once the project document has been cosigned by the Technical Committee and the technical file has been created by the Secretariat, the recommendations for adjustments, if required, will be sent to the implementer in order for them to be incorporated as soon as possible.

Once the document has been revised according to the technical recommendations, the Technical Secretariat will circulate the documents within three working days for the decision of the Steering Committee, which will meet in person or electronically (via email), to decide on the approval of the programme or project and the allocation of resources.

8. Risk management

The Fund includes a risk management strategy that is reviewed, updated and implemented by the Fund's Technical Secretariat, approved by the Steering Committee. In line with this strategy, all programmes and projects approved by the Fund will include their own risk management strategy. The strategy must guarantee that the variety of needs and expectations of the main interested parties are met, considering actions that mitigate risks associated to implementation, and proposing alternative actions to fulfil the objective of the interventions in case said risks materialise.

The main risks to the Fund's successful execution are:

- The presence of armed groups and illegal economies
- Harmful actions derived from the implementation of the interventions
- The risk that the Fund or the projects financed by the Fund can have unintentional detrimental effects on human rights, women's rights, gender equality, the climate and environment, and in terms of corruption
- Risks associated with sexual exploitation, abuse and assault in interventions
- High expectations of results that exceed the state's capacity
- Untimeliness and delays in the state's response
- Rejection and lack of credibility in the implementation of peace
- Disapproval by the communities of the gaps in the effect exercising of rights that cannot be met by the state
- Institutional fragility and high staff turnover on a local level
- New social conflicts exacerbated by problems with the acceptance of the community undergoing a reintegration process, or the emergence of re-mobilisations as an expression of disapproval
- Violation of the rights of social leaders, human rights advocates, environmental advocates or the ex-combatant community
- Problems with public health, on a local, national and global level.

The detailed risk matrix can be found in the Operating Manual.

9. Monitoring, evaluation, reports and knowledge management

9.1 Monitoring and evaluation:

Monitoring and evaluation:

The monitoring and evaluation of projects approved by the Fund will be carried out by the Fund's Technical Secretariat, through (i) a monitoring tool created by the Secretariat, (ii) periodic meetings with the projects, and (iii) on-the-ground visits, to which the Fund's partners will be invited. Every quarter, the Technical Secretariat will present the progress and main results of projects to the Steering Committee and Technical Committee, using technical project files and by strategic area. There will also be monitoring meetings with the implementing entities, to which members of the Technical Committee may be invited.

The monitoring tool brings together performance data on results and products (outcomes and outputs) and also links the results indicators to programmatic and financial indicators, which means that it can evaluate both the Fund's efficiency and its effectiveness. All projects are obligated to include at least one result, with its respective indicators, from the Fund's results framework, including gender indicators, which will allow for a measurement of the short-term impact of financed actions and their contribution to peacebuilding. The projects will also include specific results indicators in terms of output and common outcome indicators. The measurement of performance indicators will take into account external factors, such as the previously mentioned premises and risks. The data collection responsibility falls under the implementing entities and will be one of the elements reflected in its annual project report and quarterly reports.

Specifically in order to guarantee the incorporation of the gender focus, all initiatives financed by the Fund must include an intermediate effect result that contributes to the Women, Peace and Security Agenda⁹, specifically promoting affirmative actions to reduce gender gaps, including the empowerment of women, girls and the LGBTQI+ community. The projects must also include a minimum allocation of 30% of the project's budget for concrete actions related to this focus. See the section on cross-cutting focuses.

The Steering Committee, through the Technical Secretariat, must contract a minimum of two independent, external evaluations on the general performance of the Fund, charged as general expenditure. These evaluations will take place during operations and at the closing of the Fund. The objective of these evaluations will be to study the impact of the Fund or effective transformations it has contributed to, testing the change theory laid out in the Results Matrix. The intermediate evaluation will provide the Steering Committee with specific recommendations related to the Results Matrix and its corresponding change theory, including its revision if necessary. In the process of agreeing upon and carrying out the evaluation, the Technical Committee may delegate a representative to participate in its design and other stages of the evaluation.

⁹ In line with UN Security Council Resolution 1325, that recognizes the impact of armed conflicts on women and girls, and the fight for their protection and full and equal participation in peacebuilding.

It is mandatory for all projects that receive a budgetary allocation of more than \$1,000,000 from the Fund to include within this allocation the contracting of an external evaluation that will assess the general performance of the project and its contribution to and impact on the Fund's objective and peacebuilding.¹⁰

Reports:

The responsibilities related to the presentation of reports are laid out in the MOU (section IV) and the SAA (section V).

All implementing entities will carry out annual and final reports on their activities and the spending made using a common format designed by the Fund. The Fund's Technical Secretariat will be responsible for compiling the information on the Fund's results into the annual results report that is presented to all parties involved in the mechanism.

Narrative report

The implementing entities will present the following reports to the Technical Secretariat for their analysis, consolidation and spreading to the Fund's various actors and partners:

- a) Annual narrative reports that must be sent to the Fund's Technical Secretariat no later than three months after the closing of the calendar year (March 31). These reports are narrative and results-oriented and must include an analysis that reflects the products and results contributing to the Fund's global impact (Results Matrix). They must also include a measure of the project's own results matrix, including comparative measures that show progress or delays in the implementation, including justification and mitigation measures that have been identified in order to achieve the project's proper implementation, as well as an update on the materialisation of the risks considered in the intervention.
- b) Final narrative reports after the conclusion of activities laid out in the project document and including the final year of activities. It must be sent to the Technical Secretariat no more than three months after the official end date of the project. This report must be conclusive and present the final measures of the results framework. It must include all communication, knowledge management and evaluation materials that have been created over the course of the implementation and evidence the impact on the population, organisations and institutions, as well as the contribution to peacebuilding.
- c) Quarterly reports that include progress in financial implementation. These should be delivered as follows: two (2) reports uploaded onto the Fund's monitoring tool (platform) (periods January-March and July-September) and two (2) in a presentation format (periods May-June and October-December). The reports must be accumulative and show progress on a programmatic and financial level, as well as including testimonies, stories and different elements that can demonstrate the effects on communities and the progressive advancement of activities. They must include measurements of the indicators included in the project document, as well as additional information

on leveraged resources, counterparties, challenges or early warnings found during implementation, and video or photographic material that shows the progress in the execution of the project.

Financial report

The national implementing entities and United Nations organisations will present the Administrative Agent with the following financial statements and reports:

- (a) Financial statements and annual reports as of December 31, regarding the disbursed funds from the Fund, to be delivered no later than four months (April 30) after the end of the calendar year.
- (b) Final certified financial statements and final financial reports, upon completion of the activities laid out in the approved project document, and including the final year of activities. To be presented no later than five months into the year following the financial closing of the project (May 31).

Based on these reports, the Administrative Agent will prepare consolidated narrative and financial reports and present them to each of the Fund's contributors, as well as the Steering Committee, in line with the timeline established in the Standard Administrative Agreement.

Knowledge management

It is fundamental for project teams and their counterparties to focus on the generation of knowledge on what works and what does not work for solving problems, as well as the identification, systematisation and spreading of lessons learnt and good practices that can be replicated. In order to meet these objectives, it is necessary for project teams to carry out periodic meetings and workshops with the various actors participating in the intervention, in order to manage this information and understand the generated transformations. This information should be reported to the Fund, both in meeting spaces and monitoring reports. In the case of opening up the possibility of a second implementation phase, it should be the basis for the formulation of the new project. The Technical Secretariat will methodologically support the development of these activities.

10. Accountability and transparency

These clauses are detailed in the legal instruments that govern the Fund (MOU, MOA and SAA).

Accountability:

The UNS will provide its execution services in line with its own financial regulations, guidelines and policies. The state institutions will implement their activities in line with Colombian guidelines and procedures.

The Steering Committee can request extraordinary audits, the costs of which will be charged to the Fund as direct costs. The Technical Secretariat will review the evaluation and responsibility reports provided and, when necessary, will raise alerts to the Technical Committee.

Financial audit: the administrative agent and the UN's implementing entities will be audited according to their own financial rules and regulations, and in line with the audit framework for multi-partner funds that has been agreed on by the Office of Internal Oversight Services of the United Nations implementing entities, and cosigned by the UNSDG in September 2014.

Transparency:

The MPTO's website, the Gateway (<http://mptf.undp.org>), is a web-based service portal that provides real-time financial data generated directly from the UNDP's accounting system. A specific page has been created on the platform that allows partners and the general public to monitor the Fund's contributions, transfers and spending, as well as to access its reports and key documents. The Technical Secretariat will run a user-friendly website (www.fondoonu.col.org) to communicate relevant information, and will coordinate with the relevant state institutions to spread information on their respective websites, with the aim of increasing public access to information.

The Secretariat and the MPTFO will ensure that the Fund's operations are shared on the Gateway. For their part, each implementing entity will take the appropriate measures to promote the Fund and spread the relevant information to allow the public to follow the implementation of the projects.

Information shared with the press with regards to the Fund's beneficiaries, official communications, reports and publications must recognise the role of the Fund.

Accountability and transparency with communities

Implementers will be obliged to promote a culture of accountability and transparency with participating communities, permitting them to understand and monitor the implementation of projects. They will provide clear and relevant information about the project, its implementation phases, the allocated resources and the channels through which they can provide feedback on the actions of the UNS agency or civil society organisation.

11. Operating Manual

The Fund's operational details derived from these terms of reference are reflected in the Fund's Operating Manual, updated by the Technical Secretariat.

12. Image and communications

As part of the peacebuilding exercise, both the government and the UNS commit to developing and implementing a unique communications and visibility policy, which highlights the image and presence of the Colombian state in all of the Fund's activities. See Operating Manual – Communications Guide.

13. Amendments, duration and termination

Phase III of the Fund is set to have a mandate until June 2028¹¹ (including one year for liquidation and financial closing of projects) and the Steering Committee will have the ability to lengthen the Fund's duration with the aim of maintaining its validity throughout the implementation of the 2016 Peace Agreement and that of other agreements made with other actors on the margins of the law. Both the government and the UNS will have the power to consider the Fund as terminated by common agreement.

Unless otherwise stated by the government and UNS, upon termination of the Fund, the contractual obligations taken on by the Fund under the present Terms of Reference, or its complementary agreements, including those celebrated with third parties before receiving the respective termination notification, will not be affected by said termination.

Any remaining balance in the Fund's account and in the separate accounts of the implementing entities after the termination of the Fund will be used for a purpose decided upon by the Steering Committee and the Contributors, or it will be returned to the Contributor(s), in proportion to their contribution to the Fund, as declared by the contributors and the Steering Committee.

The government, the UNS and the contributors will make efforts to resolve amicably any dispute that may arise or that is related to the functioning of the present Fund.

¹¹ The projects can have a maximum execution time until December 2027. The months between January and June of 2028 will be used as a period for liquidation and closing.