



ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION – COLOMBIA

CONTENTS

Annex 1. TERMS OF REFERENCE 3

Annex 2. UNDP’S FINANCIAL PORTFOLIO 17

Annex 3. PEOPLE CONSULTED 20

Annex 4. DOCUMENTS CONSULTED 27

Annex 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts Independent Country Programme Evaluations (ICPEs) (previously called Assessments of Development Results (ADRs)), to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

The ICPEs are carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the second country programme evaluation conducted by the IEO in Colombia, the first being the ADR in 2007. The ICPE will be conducted in close collaboration with the Government of Colombia, UNDP Colombia Country office, and UNDP Regional Bureau for Latin America and the Caribbean. The ICPE will inform the development of the new country programme for 2020-2024 and review of the programme prior to that.

2. UNDP PROGRAMME STRATEGY IN COLOMBIA

UNDP, together with other United Nations organizations positioned themselves to support national efforts to promote the peacebuilding and the post-2015 development agenda.² Building on over four decades of development engagement in Colombia, the UNDP programme for 2015- 2019³ and the United

¹ United Nations Development Programme, 2016. Evaluation Policy. UNDP, New York.

http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² See, International Cooperation for Development in Colombia. Presidential Agency for International Cooperation. Colombia

³ United Nations Development Programme, 2015. Country programme document for Colombia (2015-2019), http://www.latinamerica.undp.org/content/dam/rblac/docs/Country%20Programme%20Documents/COL_CPD%202015%202019_ENG.pdf

Nations Development Assistance Framework (UNDAF)⁴ for the same period locates within the broad framework of the National Development Plan (2014-18)⁵ and aim to respond to key priorities of the government. A key area of UNDP support is strengthening government efforts in transition to peace, an important development challenge for the country. As Colombia is moving closer towards OECD membership the emphasis of UNDP support is expected to move to promoting sustainable development approaches and inclusive governance from the initial focus of the country programme which is on poverty reduction and peacebuilding strategies. The programme choices of UNDP are also determined by the priorities identified by the corporate Strategic Plan for 2014-2017.

UNDP has outlined the following three development outcome areas for programme support, which have complementary objectives. The three outcome areas and the financial resources assigned for each of the areas is presented in Table 1 and the Annex has further details on the outputs and related expenditure.

- a) Programmes under the *sustainable livelihoods & developing partnerships for achieving MDGs/SDGs* area aim to strengthen state capacities to decrease population and territorial gaps and progress towards equality and social mobility with a differentiated and gender-sensitive approach inclusive and sustainable growth (outcome 19);
- b) *Inclusive governance* includes initiatives that focus on strengthening local and national mechanisms for citizen participation, local government capacities and exercising effective enjoyment of rights (outcome 20); and
- c) The *transition to peace* related programmes aims to strengthen national and territorial capacities for the transition to peace (outcome 21).

Sustainable livelihoods: UNDP supported initiatives intended to reduce poverty, improve environmental resources management, and increase the resilience of the communities and ecosystems. Technical assistance and advice for designing and implementing sustainable and scalable policies that would increase productive capacities, create employment, secure livelihoods was outlined. UNDP intended to support efforts to address structural causes of poverty, particularly female employment. Specifically, the country programme outlined designing and piloting inclusive economic development strategies, which include innovative entrepreneurial models and labour inclusion strategies, oriented towards the most excluded populations. UNDP planned to provide and advocate Partnerships with the private sector to reduce the environmental impact of certain economic sectors, such as extractive industries, agriculture and cattle ranching.

Inclusive governance: UNDP supported subnational governments and other local institutions to strengthen mechanisms for inclusive governance, accountability and effectiveness. The country programme specifically mentions that UNDP would promote resilience at the local level and gender-sensitive policy instruments and methodologies. UNDP proposed to advocate for gender-sensitive governance and aims to promote strategies that increase the voice of rural women, young leaders and

⁴ United Nations, 2015. Marco de Asistencia de las Naciones Unidas para el desarrollo en Colombia (2015-2019), <http://www.latinamerica.undp.org/content/dam/rblac/docs/United-Nations-Development-Assistance-Framework/UNDAF%20Colombia%202015%202019.pdf>

⁵ National Development Plan, *ibid*.

ethnic minorities. Policy processes based on sound analysis and empirical evidence is recognized as key for the more inclusive development process, hence outlined for support. In the country programme, UNDP aims to provide viable programme models to address security challenges, and develop comprehensive rights-based preventive processes for citizen security, coexistence and increased access to justice in rural and semi-urban areas. UNDP intends to support government position itself as a strategic ally to receive and channel South-South and triangular cooperation in areas such as peacebuilding and social innovation.

Transition to peace: UNDP outlined support to augment efforts to build social cohesion in the peacebuilding process. This included support to national institutions for long-term peacebuilding and promoting an effective institutional design for peace and community-based conflict resolution mechanisms. UNDP intended to support strengthening institutional capacity to guarantee victims’ rights to truth, justice, reparation and non-repetition areas. At the subnational level, there have been initiatives to promote citizen’s voice and participation in the peace process. To reduce internally displaced people in rural areas seeking reparation and new opportunities in urban areas emphasis is placed on strengthening local government capacities to implement existing and new victim reparation schemes. Special mention is made in the country programme to facilitate mechanisms to enhance victims’ advocacy for their rights. Initiatives are outlined to support the implementation of early recovery schemes in coordination with other United Nations organizations. Tangible, social and economic peace benefits to victims and ex-combatants, creating strong incentives to keep this population away from the war comprised early recovery initiatives.

Table 1: Country Programme outcomes and budget and expenditures (2015-2019)		
Country Programme Outcome	Budget to 1st February 2018 (US\$)	Expenditures to 1st February 2018 (US\$)
Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	\$109,370,421.58	\$80,885,305.65
Strengthened institutions to progressively deliver universal access to basic services	\$87,734,972.25	\$74,504,795.22
Strengthen national and territorial capacities for the transition to peace (includes early recovery and rapid return to sustainable development)	\$95,268,365.42	\$72,036,674.96
Total	\$292,373,759.25	\$227,426,775.83
Source: UNDP Corporate Financing System (Atlas/Power BI) and UNDP Colombia finance updates		

3. SCOPE OF THE EVALUATION

The ICPE will assess the current programme cycle for 2015-2019 and will cover three programme areas of the country programme, i.e., a) Strengthen state capacities to decrease population and territorial gaps

and progress towards equality and social mobility with a differentiated and gender-sensitive approach; b) Strengthen local and national mechanisms for citizen participation, local government capacities and exercising effective enjoyment of rights; and c) Strengthen national and territorial capacities for the transition to peace.

The evaluation will primarily focus on the UNDP country programmes approved by the Executive Board and includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including government, donor funds, allocations from UNDP's core resources, and by regional and global programmes of UNDP. Given the programme focus of UNDP at the local level the evaluation will cover these initiatives including field visits. In addition, the evaluation will include 'non-project' activities UNDP has been involved that may not be included in a specific project. Some of these 'non-project' activities, such as advocacy or convening role, may be crucial in informing public policies or convening various development actors to enhance development contribution. Efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP.

The evaluation will take into consideration the contextual factors such as the ongoing election and related changes, transition to peace, and member to OECD. This is also a period when UN is undertaking reforms to reposition its support to this emerging development context and the evaluation will be considering this.

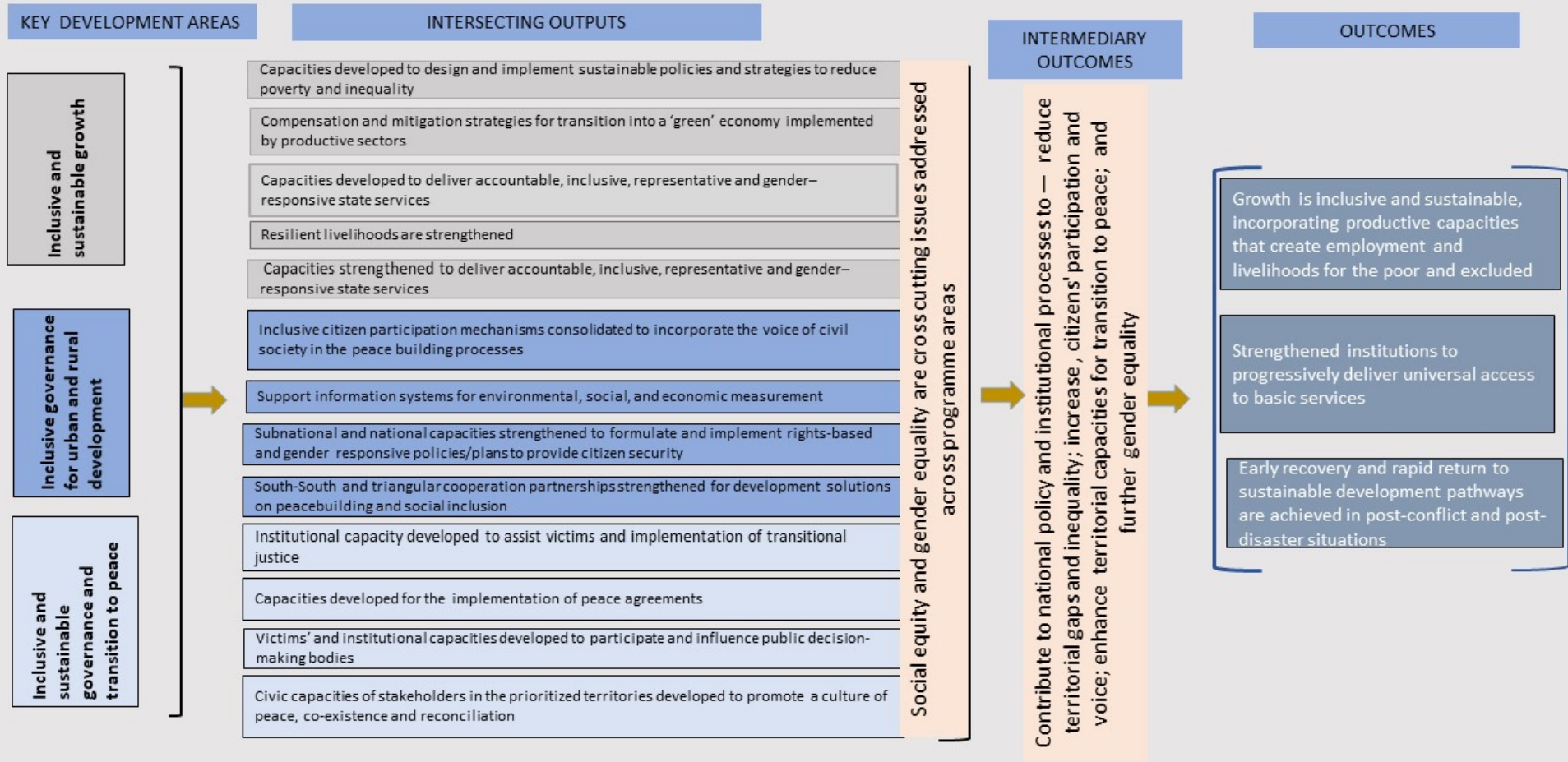
4. METHODOLOGY

Framework for assessing UNDP's contribution. As discussed in the previous section, UNDP has outlined 3 outcomes and 13 outputs in the country programme. The premise of UNDP response in Colombia was anticipated implementation of Agenda 2030, the transition to peace, and the OECD membership of the country. The country programme is envisaged not as a typical UNDP programming but to respond to policy and programme implementation gaps for inclusive and sustainable growth, inclusive governance for urban and rural development, and inclusive and sustainable governance and transition to peace. Across programme areas, UNDP intended to promote human-based approaches and gender equality. UNDP aimed to bring an integrated solution to transition to peace and promote synergies (address nexus issues) in development interventions at the local level. The Theory of change developed for this evaluation builds on the country programme commitments, including more specific ones in the project documents. It seeks to provide a framework for assessing UNDP programme support given the development context in Colombia (what did UNDP do), approach of programmes (were UNDP programmes appropriate for achieving national results), process of contribution (how did the contribution occur), the significance of the contribution (what is the contribution — did UNDP accomplish its intended objectives). The Theory of Change is schematically presented in Figure 1.

The linkages outlined in the Theory of Change are intended to identify the level of contribution that is commensurate with the scope of UNDP's programme, and the significance of such a contribution for inclusive and sustainable growth, inclusive governance for urban and rural development, and peacebuilding and peaceful conflict transformation. Determining the contribution of UNDP's outcomes has limitations particularly when the scope of the programme is small in the face of the enormity of contextual issues associated with the development area in Colombia. The Theory of Change, therefore,

does not propose to link UNDP's contribution directly to outcomes in all cases, for example, reduced inequality or territorial gaps. Programme areas such as the transition to peace are dynamic and systemic and entail a complex set of interactions involving various actors. Although iterative the evaluation, therefore, makes a distinction between intermediary outcomes and outcomes, indicating the level of contribution. Such a categorization, however, will be useful for the evaluation to keep expectations from UNDP programme commensurate with the scope of its support.

Figure 1: UNDP Development contribution in Colombia: A Theory of Change



The evaluation recognizes that the level of visibility of UNDP programmes in terms of contribution to processes and outcomes depends largely on their relative importance and positioning *Vis a Vis* other activities in that area by national and other development actors. Some of the programme activities of UNDP may not be easily noticeable in the array of activities of different actors at the country level, which also makes it equally difficult to make causal linkages about contribution.

The *outputs*, in the Theory of Change, is a range of specific activities/actions UNDP has identified in the Country Programme, that are necessary for achieving *immediate outcomes*. UNDP activities combined with other ongoing activities pursued by government and other development actors is likely to manifest in *immediate outcomes*. This entails establishing some of the necessary conditions that when pursued can lead to intermediary outcomes and overall outcomes. The Intermediary outcomes indicate the policy and institutional processes necessary for achieving outcomes outlined by UNDP; and leaves the possibility to establish different dimensions of contribution to outcome, wherever it takes place.

The evaluation recognizes that the role and contribution of UNDP in Colombia is among other factors determined by the financial contribution of the Government of Colombia. Given the range of actors at the country level and the predominant role of the government, UNDP's contribution to the outcomes will take into consideration the level of efforts and the space available for contribution.

Key evaluation questions. The ICPE will address the following three key evaluation questions, which will be the basis for analysis of findings and conclusions of the evaluation. Table 2 presents sub-questions and what will be judged.

1. What did the UNDP country programme intend to achieve during the period under review?

This will include an assessment of UNDP programme choices in Colombia. Considering the upper middle-income status of Colombia, which is in the process of joining OECD, the ICPE will assess if the programme choices of UNDP is appropriate for the development context of the country, for strengthening transition to peace, and providing niche development support.

2. Did the UNDP country programme achieve intended objectives for the period under review?

The evaluation will assess the extent to which UNDP contributed to the intended objectives outlined in the UNDP Country Programme — the outcomes achieved, and contribution to development processes. This will include positive and negative, direct and indirect and unintended outcomes.

3. What factors enabled UNDP's contribution and the sustainability of programme results? Where the programme approach and processes used by UNDP appropriate for achieving intended objectives?

Factors that can explain UNDP's performance and positioning in Colombia will be identified. This includes specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of programme outcomes in the country. UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be assessed.

The utilization of resources to deliver results (including managerial practices), the extent to which UNDP fostered partnerships and synergies with other actors (including through south-south and triangular

cooperation), and the integration of gender equality and women’s empowerment in programme design and implementation are some of the aspects that will be assessed under this question.

Table 2: Key questions, sub-questions, and what is judged

Key questions	Sub-questions	What is Judged?
1. What did the UNDP country programme intend to achieve during the period under review?	<ul style="list-style-type: none"> • Did UNDP's role in assisting Colombia's development agenda include areas which have strategic relevance for sustainable development? • How did UNDP position itself in the area of transition to peace and addressing drivers of crisis? • Did UNDP's position further inclusive governance agenda, particularly at the local level? • Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? • Did UNDP respond to the evolving country situation and national priorities by adapting its role and approaches? How responsive has UNDP (and the corporate tools) been in aligning to national priorities? • Considering that government substantially cost shares UNDP programme, how critical are the areas of UNDP support for achieving national development outcomes? Did the programme choices of UNDP activities build on its comparative strengths that UNDP brings to the country? 	The extent to which UNDP programme choices enable a meaningful role and contribution to Colombia's development outcomes, including the transition to peace.
2. Did the UNDP country programme achieve intended objectives for the period under review?	<ul style="list-style-type: none"> • What is UNDP's contribution to development outcomes and processes in the areas of sustainable livelihoods, inclusive governance and transition to peace? Did UNDP achieve intended objectives in these areas? 	The extent to which the objectives of the country programme were achieved given their relative importance to national efforts.

	<ul style="list-style-type: none"> • Did UNDP effectively respond to national priorities in promoting gender equality in development and peaceful transition? • Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and population? • Did UNDP interventions strengthen institutional capacities and related processes? • Did UNDP promote synergies within its programme areas to enable holistic development and peacebuilding strategies? • Are there unintended results (positive/negative) of UNDP interventions? 	<p>The contribution of UNDP to national development outcomes and processes.</p> <p>The contribution of UNDP to strengthening national policy and institutional capacities.</p> <p>The contribution of UNDP to furthering gender equality.</p> <p>Specific outcomes in strengthening development processes in vulnerable territories and pertaining to population.</p>
<p>3. What factors enabled UNDP's contribution and the sustainability of programme results?</p>	<ul style="list-style-type: none"> • What are the factors that enhanced/constrained the contribution of UNDP programmes (for example, context, UNDP's technical capacities, UNDP niche, partnerships, programming, operation)? • Are the programme approach and processes used by UNDP appropriate for achieving intended objectives? Did they enable sustaining outcomes achieved? • What are the factors that facilitated adoption / scaling up of UNDP's initiatives? • Did UNDP programmes provide viable models that had that had the potential for scaling? • What are the areas where UNDP had an advantage over other development actors (policy support, local /national level support, institutional 	<p>Contextual and programming factors that facilitated or constrained UNDP's contribution development outcomes and processes.</p> <p>Contextual and programming factors that facilitated or constrained UNDP's contribution peace processes and addressing drivers of the crisis.</p>

	<p>strengthening/ technical support/specific development areas)?</p> <ul style="list-style-type: none"> • What has been the progress on long-term strategic objectives in the priority areas vs. short-term initiatives? Did UNDP achieve to balance between the two? • Was there any identified synergy between UNDP interventions that promoted sustainable development/ inclusive governance/ sustainable peace programme models? • Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes? • To what extent partnerships were forged with UN agencies to enable a coherent programme response? • Did UNDP use its global networks to bring about opportunities for South-South exchanges and cooperation? • Did UNDP find the right programme niche that had the potential to add value to Colombia’s development processes? 	
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Evaluability assessment. An evaluability assessment was carried out to identify available programme performance evidence that can be used as a basis for the evaluation and additional data that needs to be collected. The assessment outlined the level of evaluative data that is available. There are 15 evaluations for the period 2015-2019, a majority being project evaluations (except for a joint evaluation with UNHCR) cover the following areas. Colombia country programme was part of three IEO thematic evaluations (on MDGs, Strategic Plan, and Human Development Reports). Lack of outcome evaluations, however, is a limitation, which would mean more evidence collection is required during the conduct of the ICPE.

- Nine evaluations pertaining to inclusive and sustainable growth projects (7 on environment, 1 on social protection, 1 on productive capacities)
- Five evaluations cover peacebuilding and peaceful conflict transformation projects. Two of these evaluations were conducted in 2015.
- One evaluation on inclusive governance for urban and rural development

Programme indicators (for country programme outcomes 19, 20, 21), UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system provide baselines, indicators, targets, as well as annual data on the status of the indicators. In addition, Colombia has a good national statistical capacity since

the National Administrative Department of Statistics (DANE) and the National Planning Department (DNP) regularly publishes official statistical data of the country.

Data collection and analysis methods. The evaluation will include multiple methods, primary as well as secondary sources, to assess UNDP performance. This evaluation will make use of a wide range of evaluative evidence, gathered from UNDP policy and programme documents, independent and quality-assessed decentralized evaluations conducted by UNDP Colombia, UNDAF and country programme reviews, and reports on UNDP performance. The evaluation will include a multi-stakeholder consultation process, including a range of key development actors. There will be consultations with government representatives, civil society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and communities. Focus groups will be used to consult communities as appropriate at the country level.

The data collection will include visits to UNDP programme locations. The criteria the evaluation will use for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- The scale of the programme (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Projects at a different level of implementation (covering both completed and active projects);
- The degree of accomplishment (will cover both successful and less successful projects).

All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to organize the available evidence by key evaluation questions. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all UNDP programmes and operations in Colombia. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

Stakeholder engagement. A participatory and transparent process will be followed in all stages of the evaluation process to engage with programme stakeholders and other development actors in the country. During the initial phase, a stakeholder analysis will be conducted to identify relevant UNDP partners and other development agencies that may not have worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the data collection and to examine any potential partnerships that could further improve UNDP's contribution to the country.

5. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Colombia Country office, the Regional Bureau for Latin America and the Caribbean and the Government of Colombia. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the independence of the views expressed during interviews with stakeholders for, the country office staff will not participate in the meetings with stakeholders. The country office will prepare a management response in consultation with the UNDP Regional Bureau for Latin America and the Caribbean.

UNDP Regional Bureau for Latin America and the Caribbean: The UNDP Regional Bureau will support the evaluation through information sharing and will participate in a discussion on findings and conclusions.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member will lead the evaluation and coordinate the evaluation team; and has the specific responsibility of designing the evaluation, overall analysis, and drafting of the report. In coordination with the country office, the lead evaluator will organize the stakeholder workshop.
- **Consultants:** IEO will recruit 3 consultants who will support data collection and analysis in the areas of sustainable livelihood, inclusive governance, and transition to peace. In coordination with the lead evaluator, the consultants will conduct preliminary desk review, data collection in the field, prepare outcome analysis in their assigned areas, contribute to sections of the report as needed and review the final ICPE report. All team members will pay specific attention to issues related to gender equality. The IEO will recruit all team members, who must possess educational qualifications in social sciences or related disciplines as well as expertise in UNDP programme areas in Colombia.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research for the ICPE and will participate in the field visits as needed.

6. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the evaluation process.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is finalized. The IEO will carry out the preliminary review of the documents collected from

various sources, supported by the country office who will provide the necessary documents including programme and financial information.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering a “pre-mission questionnaire” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions and means of data collection will be finalized. Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence; and identify the outcome theory of change, specific evaluation questions, and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 2-3 calendar weeks. Data will be collected according to the approach outlined in Section 6. The evaluation team will liaise with country office staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a formal debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and the outcome reports, the lead evaluator will carry out the analysis for synthesis for arriving at key findings and conclusions. The first draft (“zero drafts”) of the ICPE report will be subject to peer review by IEO and the IEOs International Evaluation Advisory Panel. Once the first draft is quality cleared, it will be shared with the country office and the UNDP Regional Bureau for Latin America and the Caribbean for comments and factual corrections. The second draft, which considers any factual corrections and comments, will be shared with national stakeholders for their review and comments. Any necessary additional corrections will be made and the UNDP Colombia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The evaluation will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations of the ICPE and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report and summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The Colombia country office and the Government of Colombia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website⁶ as well as in the UNDP's Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.⁷

⁶ web.undp.org/evaluation

⁷ UNDP Evaluation Resource Centre, erc.undp.org

7. TIMEFRAME FOR THE ICPE PROCESS

Tentative timeframe and responsibilities for the evaluation are presented in the Table 3.

Table 3: Timeframe for the ICPE process for submission of a new CPD to June 2019 Executive Board Session		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	Lead Evaluator (LE)	Early March 2018
Selection of other evaluation team members	LE	March 2018
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	April 2018
Phase 3: Data Collection		
Data collection and preliminary findings	Evaluation team	Last week of April-Mid-May 2018
Phase 4: Analysis, report writing, quality review and debrief		
Thematic reports	Evaluation team	June 2018
Analysis and Synthesis	LE and the evaluation team	July 2018
Draft ICPE for clearance by IEO and EAP	LE	August 2018
First draft ICPE for CO/RB review	CO/RB	End August 2018
Second draft ICPE shared with GOV	CO/GOV	Mid-September 2018
Draft management response	CO/RB	October 2018
Final debriefing with national stakeholders	CO/LE	October/November 2018
Phase 5: Production and Follow-up		
Editing and formatting	IEO	October/November 2018
Final report and Evaluation Brief	IEO	November 2018
Dissemination of the final report	IEO/CO	November 2018

Annex 2: UNDP'S FINANCIAL PORTFOLIO

1. Programme Budget, Expenditure, and Execution Rate by Year

	2015 Millions of dollars (US\$)	2016 Millions of dollars (US\$)	2017 Millions of dollars (US\$)
Total Budget	\$90.51	\$86.49	\$115.37
Total Expenditure	\$73.31	\$69.78	\$84.34
Execution Rate	80.99%	80.68%	73.10%

2. Expenditure and Execution Rate by Thematic Area

Thematic Area	Expenditure Total Millions of dollars (US\$)	Execution rate
Inclusive growth, productive capacities and employment	46.72	68.37%
Environment and Energy	33.59	82.97%
Inclusive Governance for Urban and Rural Development	75.11	84.82%
Inclusive and Sustainable Governance and Transition to Peace	72.01	75.80%
Total	227.43	77.79%

3. Total Expenditure by Fund Category and Year

Fund Category	2015	2016	2017	Grand Total
Bilateral/Multilateral Funds	\$21,903,948.96	\$19,523,766.28	\$23,320,307.20	\$64,748,022.44
Government cost sharing	\$41,555,222.79	\$39,663,294.17	\$50,787,827.94	\$132,006,344.90
Other Resources	\$0.00	\$0.00	\$1,457,288.95	\$1,457,288.95
Regular Resources	\$1,982,938.39	\$493,887.75	\$353,703.19	\$2,830,529.33
Vertical Trust Funds	\$7,862,985.71	\$10,100,307.70	\$8,421,296.80	\$26,384,590.21
Grand Total	\$73,305,095.85	\$69,781,255.90	\$84,340,424.08	\$227,426,775.83

4. Total Expenditure by Fund Category

Fund Category	Sum of Expenditure
Bilateral/Multilateral Funds	\$64,748,022.44
Government cost sharing	\$132,006,344.90
Other Resources	\$1,457,288.95
Regular Resources	\$2,830,529.33
Vertical Trust Funds	\$26,384,590.21
Grand Total	\$227,426,775.83

5. Total Expenditure by Fund Category and Thematic Area

Fund Category	Environment and Energy	Inclusive and Sustainable Governance and Transition to Peace	Inclusive Governance for Urban and Rural Development	Inclusive growth, productive capacities and employment	Grand Total
Bilateral/Multilateral Funds	\$6.46	\$31.56	\$9.24	\$17.48	\$64.75
Government cost sharing	\$6.26	\$39.21	\$65.01	\$21.52	\$132.01
Other Resources			\$0.03	\$1.43	\$1.46
Regular Resources	\$0.39	\$1.24	\$0.82	\$0.38	\$2.83
Vertical Trust Funds	\$20.47			\$5.92	\$26.38
Grand Total	\$33.59	\$72.01	\$75.11	\$46.72	\$227.43

6. Expenditure by Gender Marker

Gender Marker	Sum of Total Expenditure
GEN0	\$30,340,131.11
GEN1	\$121,694,162.11
GEN2	\$74,263,328.98
GEN3	\$1,129,153.63
Grand Total	\$227,426,775.83

7. Expenditure by Gender Marker and Year

Year	GEN0	GEN1	GEN2	GEN3	Grand Total
2015	\$12,330,247.96	\$35,630,822.32	\$24,979,062.88	\$364,962.69	\$73,305,095.85
2016	\$9,932,493.17	\$40,060,280.58	\$19,764,926.05	\$23,556.10	\$69,781,255.90
2017	\$8,077,389.98	\$46,003,059.21	\$29,519,340.05	\$740,634.84	\$84,340,424.08
Sum of Total Expenditure	\$30,340,131.11	\$121,694,162.11	\$74,263,328.98	\$1,129,153.63	\$227,426,775.83

8. Expenditure by Gender Marker and Thematic Area

Thematic Area	GEN0	GEN1	GEN2	GEN3	Grand Total
Inclusive growth, productive capacities and employment	\$3,260,418.44	\$23,045,913.16	\$19,882,197.72	\$531,388.67	\$46,719,917.99
Environment and Energy	\$4,661,460.52	\$18,044,311.48	\$10,881,814.43		\$33,587,586.43
Inclusive Governance for Urban and Rural Development	\$16,674,974.47	\$42,736,897.07	\$15,463,069.03	\$232,782.07	\$75,107,722.64
Inclusive and Sustainable Governance and Transition to Peace	\$5,743,277.68	\$37,867,040.40	\$28,036,247.80	\$364,982.89	\$72,011,548.77
Grand Total	\$30,340,131.11	\$121,694,162.11	\$74,263,328.98	\$1,129,153.63	\$227,426,775.83

Annex 3: PEOPLE CONSULTED

Colombia Government

Ardila, Juliet, Advisor to the Viceminister for Participation and Human Rights, Ministry of the Interior

Botina, Luis Antonio, Legal Representative, Acualoma, Nariño

Cadena, Nevis, Representative of youth organization, Nariño

Clarín, Oscar, Representative of youth organization, Nariño

Contreras, Martha Lucia, Advisor, Presidential Agency for Coopertation

Crabin, Nelson, Victims' Group, Labour Ministry

Garcia, Amparo, Director, Sistema General de Regalias, Departamento Nacional de Planeacion

Garcia, Paola, Assistant, Federation of Colombian Municipalities

Garzon, Eduardo, Viceminister for Participation and Human Rights, Ministry of the Interior

González, Ivonne, Human Rights Director, Ministry of Interior

Herrera, Felipe, Representative of youth organization, Nariño

Herrera, Melissa, Representative of youth organization, Nariño

Jacome, Gladis, Representative of youth organization, Nariño

Jaramillo, Marcela, Director, Federation of Colombian Municipalities

Lopez, Yolima, Victims' Group Coordinator, Labour Ministry

Martinez, Johana, Representative of youth organization, Nariño

Molina, Santiago, Demand Director, Presidential Agency for Coopertation

Montenegro, Ricardo, Human Rights Directorate, Ministry of Interior

Pantoja, Elena, Gender and Social Inclusion Ministry, Nariño

Pinzon, Martha, Multilateral Cooperation and Special Programmes, Ministry of Foreign Affairs

Sabogal, Javier, Ministry of Finances, (ex UNDP employee, Climate Change)

Vega, Johana, Director Alternative Methods, Ministry of Justice

Vizcaya, Camilo, Advisor, Multilateral Cooperation and Special Programmes, Ministry of Foreign Affairs

UNDP Colombia

Adames, Fernando, Manager, Central Services, UNDP Country Office Bogota

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Andares, Piedad, Rural Sustainable Development, UNDP Antioquia

Arango, Dora, Transitional Justice, UNDP Antioquia

Arbelaez, Lina, Poverty Reduction Coordinator, UNDP Country Office Bogota

Barona, Ana Beatriz, Small Grants Programme, GEF Coordinator, UNDP Country Office Bogotá

Beccaro, Alice, Coordinator of the Technical Secretariat, UN Post-Conflict Multi-Partner Trust Fund, UNDP Country Office Bogota

Bermejo, Oscar, Peace area, UNDP, Nariño

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Borrero, Daniela, Coordinadora Equipares, UNDP Country Office Bogota

Cáceres, Alejandro, SDGs, National Officer for Poverty Reduction & SDGs Focal Point, UNDP Country Office Bogota

Calle, Andres, Programme Support, Social Development, UNDP Antioquia

Cardona, Blanca, Governance Coordinator, UNDP Country Office Bogota

Correa, Juliana, UNDP Peace Area Officer, UNDP Country Office Bogotá

Cremonese, Luisa, Director Territorial Office UNDP, Nariño

De León, Álvaro, Sustainable Development, UNDP, Nariño

Diaz, Silly, Local Support, UNDP Guajira

Galvis, Jenny, Coordinator Territorial Office UNDP, Meta

Guarda, Gentil, Territorial Office UNDP, Meta

Gutiérrez, Nicolás, Profesional Monitoreo y Evaluacion Paz, UNDP

Hernández, Oscar, Monitoreo y Evaluacion Paz, UNDP

Lesmes, Felipe, Advocacy Specialist for Environmental Policy, UNDP Country Office Bogotá

Lopera, Carlos Ivan, Territorial Coordinator, Antioquia, UNDP

Matallana, Jairo, Programme Officer Public Safety and Security, UNDP Country Office Bogota

Mattila, Inka, Country Deputy Director, UNDP Country Office Bogota

Medina, Laura, Peace, Mesa territorial, UNDP Antioquia

Melo Brito, Eliana, Territorial Coordinator, UNDP Guajira

Melo, Carolina, Gender Specialist, UNDP Country Office Bogota

Mordiso, Iván, Territorial Office UNDP, Meta

Ohrstedt, Pontus, Head of United Nations Resident Coordinator's Office

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Peralta, Natalia, Local Justice Siystems, UNDP Antioquia

Perez, Yinethsy, Regional Project Manager, UNDP Guajira
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Quijano, David, Programme Finance Associate, UNDP Country Office Bogotá
Quintana, Yamith, Regional Project Manager, UNDP Guajira,
Rodriguez, Angela, Monitoreo y Evaluacion Paz, UNDP
Rodriguez, Marcela, Operations Manager, UNDP Country Office Bogotá
Ruiz Hiebra, Pablo, Country Director, UNDP Country Office Bogota
Santiago, Martín, Resident Coordinator, Humanitarian Coordinator and Resident Representative, UN
Colombia
Sarmiento, Monica, Assistant to the Director and Deputy Director, UNDP Country Office Bogotá
Simao, Tamara, Peace Area, UNDP Country Office Bogotá
Suárez, Jaime, Monitoring and Evaluation Professional, UNDP Country Office Bogotá
Suarez, Marcela, Social Investment, EPM, embedded into UNDP Antioquia
Valencia, Sandra, OCHA, Information Management and Analysis Unit, UNDP Antioquia
Vargas, Daniel, Coordinator of Strategic Support Office, UNDP Country Office Bogotá
Velasques, Italo, Peace Area, Legal Expert, UNDP Country Office Bogotá

Donors and Development Partners

Abousleimam, Issam, World Bank
Alarcon, Claudia, Social Responsibility, Petrobras
Arenas, Carolina, Norte de Santander
Balcazar, Fernando, Urbano and Rural Development, IADB
Barrera, John, Youth Organization, Norte de Santander
Barrera, María Alexandra, ETCR Meta-Guaviare ARN, Meta
Bautista, Yanette, Association Victims La Soledad
Bejarano, Diego, Methodologic Coordinator, PDETs, Meta
Bejarano, Gloria, Ombudsman
Belis, Sara, Assistant, JEP
Bello, Juan Carlos, Country Director, UNEP Country Office Bogotá
Beltran, Matilde, Mesa de Ambiente y Cultura de Paz/ Mesa Humanitaria del Meta

Beristain, Carlos, Commissioner of Commission of Truth

Betancur, Juan Carlos, Adjoint Secretary, JEP

Bongsoon, Jang, Director, KOICA, Korean Cooperation

Botina, Luis Antonio, Legal Representative, Acualoma, Nariño

Buitrago, Ximena, Head of Peace Projects Embassy of Sweden

Cadena, Nevis, Representative of youth organization, Nariño

Canesto, Nelson, Advisor to the interior Ministry, Cundinamarca

Casamachin, Jose Rodolfo, Indigenous Community, AIC, Mesa Humanitaria, Meta

Castro, Felipe, Director of Public Policy Tracking and Evaluation

Chaux, Maria Alejandra, Natural Resources and Governace specialist, FAO, Bogotá

Chavarro Jiménez, Wilson, Secretary of Victims, Derechos Humanos, y Paz, Meta

Chavarro Jiménez, Wilson, Secretary of Victims, Human Rights, Peace, Meta

Claret, Francesc, Chief of Regional Villavicencio Office, UN Verification Mission, Meta

Clarín, Oscar, Representative of youth organization, Nariño

Colela, Adrián, Chief UN Verification Mission, Nariño

Colin, Mónica, Director, Social Responsibility, Pavimentos de Colombia

Contreras, Martha Lucia, Advisor, Presidential Agency for Cooperation

Contreras, Martha Lucia, National Planning Department

Correa, Néstor Raúl, Former Secretary, JEP

De Roux, Padre Pacho, President, Truth Commission

Díez, Francisco, Model conflict resolution, Meta

Díez, Francisco, Model conflict resolution, Meta

Dohmen, Sofia, Deputy Head of Development Cooperation, Embassy of Sweden

Duque, Esperanza, Universidad de los Llanos, Meta

Fernandez Pacheco, Patricia, Officer in Charge, UN Women

Forero, Angela Andrea, Planning Evaluation and Monitoring Director, Planning Secretary, Cundinamarca

Franco, Omar, General Director , IDEAM

Garcia Rodriguez, Diana Paola , Planning Evaluation and Monitoring, Planning Secretary, Cundinamarca

Garcia, Claudia, Director of Post Conflict

García, Ferney, Professional seguimiento de Obras, Meta

Garcia, Maria Paulina, UN Mission

Giranelo, Luis María, Leader ex FARC ETCR Buenavista Mesetas, Meta

Gomez, Gerard, Regional Representative, OCHA

Gómez, Mónica, Territorial Technical Assistance, Meta

Gomez, Nicolas, Prodeco

Gutiérrez, Deidania Vilma, Movement victims of the State, Meta

Gutiérrez, Víctor, Diócesis de Tibú, Norte de Santander

Gutiérrez, Vilma, Deidania Perdomo, Movice, sector de Víctimas, Meta

Hernández, Zabier, Comisión de Paz y Reconciliación, Alcaldía, Nariño

Herrera, Fernando, Think thank of Cesar's Department, CESORE

Ila, Paula, Director of International Cooperation of National Centre of Historical Memory, CNMH

Iriyama, Yukiko, ACNUR

Jang, Bongsoon, Director, KOICA, Korean Cooperation

Jiménez, Yeiner, Youth Plataform Villavicencio, Meta

Katz, Mauricio, Executive Secretary, Truth Comission

Leal, Jose Davila, Director for Land Regulariazation, Cundinamarca

Legarda, Ingrid, Secretary of International Cooperation

Lema, Luisa, Technical Assistant, UNEP Country Office Bogotá

Leyton, Nelson, Major of Pasto, Major and Development Secretary

Martínez, José, National Association of Users, ANUC, Meta

Merín, José Eliecer, Legal Representative, Corpoamen, Meta

Merín, José Eliecer, Legal Representative, Corpoamen, Meta

Mesa, Gustavo, President JAC La Guajira, Meta

Mesa, Gustavo, President JAC La Guajira, Meta

Molina, Santiago, Demand Director

Molina, Santiago, Demand Director, Presidential Agency for Cooperation

Monroy, Pedro Julio, Vicepreseident, Asojuntas, Meta

Monroy, Juan de Jesús , "Alveiro", "Commander Albeiro", former FARC commander, Líder ETCR/Asentamiento, Meta

Montafar, Harold, Director Instituto ISAIS, Samaniego, Nariño

Monzon, Luz Marina, Director UBPD (Unidad especial para la búsqueda de personas dadas por desaparecidas en el contexto y en razón del conflicto armado)

Morales, Aldo, Former Head of Territorial Office, Norte de Santander

Morales, Ingrid Janeth, ART, PICs, Meta

Moreno, Miriam, Plataforma Eicos- Género, Meta

Mosquera, Jheraldine, Program officer Territorial Office, Norte de Santander

Mozzo, David, Advisor, KOICA, Korean Cooperation

Murillo, Gilder, Enlace OACP, Municipality Macarena, Meta

Navas, Claudia, Advisor of Postconflict

Niño, Luis Fernando, Peace Secretary, Local Government, Norte de Santander

Obando, Álvaro, Manager ADEL, Nariño

Otterstedt, Annika, Head of Development Cooperation, Embassy of Sweden

Pabón, Sonia, Director, CordePaz, Program of Development and Peace, Meta

Palacios, Margarita (ex coordinator OCHA), Nariño

Palomá, Luis, Professional Gestión Territorial, Meta

Pantoja, Elena, Gender and Social Inclusion Ministry, Nariño

Pardo, Shima, Project Coordinador, Ruta Pacífica de Mujeres

Perea, Luis, Consultiva Afrodescendientes, Meta

Pertuz, Enrique, Coordinator Red Departamental Human Rights, Norte de Santander

Pineda, Diana, ARN

Piñeros, Cléiber, Youth Association, Meta

Pinzon, Martha, Multilateral Cooperation and Special Programmes, Ministry of Foreign Affairs

Quiroga, Jahel, Director Reiniciar Cooperation

Restrepo, Carlos G., Assocation farmers, Meta

Reyes, Carlos Julio, Coordinator Mesa Humanitaria Mesetas, Meta

Reyes, Luisa Fernanda, Cooperation Advisor, Embassy of Norway

Rivera, Juan Camilo, Departament of Social Prosperity, Bogota

Rodríguez, Catalina, Cooperation Advisor, Embassy of Norway

Salazar, Mónica, Peace area coordinator, Cauca

Salcedo, Nicolas, Advisor, Embassy of Canada

Sánchez, Gonzalo, CNMH

Santos, Rafael, Dean Central-Manos a la Paz University

Savogal, Javier, Finance Ministry, Bogotá

Silva Hernández, Juan Carlos, Regional Director Orinoquía ARN, Meta

Silva Popa, MaryLys, Director for International Affairs, Office of the Ombudsman

Soraya, Lina Territories Advisor, Social Welfare Department, Bogota

Stapper, Andres, Director ARN

Suárez, Harvey, Escogencia Committee

Torres, Dorancé, President JAC Nueva Esperanza, Meta

Urrea, Onebier, President JAC Buenavista, Meta

Vallereal, Rodrigo, President, Petrobras

Varela, Claudia, Territorial Gender Officer, UN Women, former ACNUR, Meta

Vargas, Alejo, Universidad Nacional

Vega, Johana, Director Alternative Methods, Ministry of Justice

Vélez Ortega, Norma, Secretary of Women and Gender Equality, Meta

Villamarín, Ricardo, Professional Gestión Territorial, Meta

Vizcaya, Camilo, Assistant, Multilateral Cooperation and Special Programmes, Ministry of Foreign Affairs

Ximena Buitrago, Head of Peace Projects, Embassy of Sweden

Yeseni, Leader ex FARC ETCR Buenavista Mesetas, Meta

Zabaleta, José Luis, Local CSO, Norte de Santander

Zambrano, Juan Carlos, Director of Project Structuration, Agency of Territory Renovation (ART)

Zavala, Rafael, Country Director, FAO, Bogotá

Zuniga, Andres, Representative and ex-president of the Local Assembly in Nariño

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