

Formato Documento de Proyecto

Programa de las Naciones Unidas para el Desarrollo

País: COLOMBIA

Documento de Proyecto

Título del Proyecto: Proyecto Nacional de Evaluación Conjunta de Alternativas de Desarrollo Bajo en Carbono

Impacto(s) UNDAF: Capacidades Nacionales Regionales y Locales fortalecidas para un manejo integral, garantizando desarrollo sostenible

Impacto(s) esperado Programa País: Se consolidan las capacidades nacionales para promover la sostenibilidad ambiental, para la elaboración de estrategias de desarrollo económico que consideren las emisiones futuras de GEI y la senda hacia una economía carbono eficiente.

Resultado(s) esperado: Escenarios de referencias para cada uno de los sectores, Curvas de opciones de mitigación por sector definidas, y acuerdos intersectoriales sobre el diagnóstico y la base analítica de opciones para el desarrollo económico bajo en carbono.

Entidad ejecutora: Ministerio de Ambiente y Desarrollo Sostenible

Breve descripción

El Gobierno colombiano comenzó una iniciativa para desarrollar una estrategia nacional de reducción de emisiones de Gases de Efecto Invernadero. Esta iniciativa está siendo implementada en varias fases a través de los sectores productivos del país, bajo la coordinación de la Dirección de Cambio Climático del Ministerio de Ambiente y Desarrollo Sostenible. El objetivo del proyecto es iniciar un análisis colectivo y comprensivo basado en resultados científicos obtenidos por el trabajo de expertos sectoriales en el desarrollo de alternativas y su impacto en la economía y el cambio climático, las cuales serán útiles como insumo para la Estrategia Colombiana de Desarrollo en Bajo Carbono ECDBC. Se espera identificar y evaluar conjuntamente con los expertos sectoriales, alternativas y oportunidades en desarrollo bajo en carbono, fortalecimiento de capacidades en el sector público y privado para la implementación de la Estrategia y la construcción de canales de comunicación para socialización y difusión de la información y coordinación de las diversas cooperaciones en la implementación de la ECDBC.

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Key Result Area (Plan estratégico) Pobreza y
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Sostenible

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Arreglos administrativos NIM

Total recursos requeridos USD 427.572

Total recursos asignados (primer año) USD 340.795
Total recursos asignados (Segundo año) USD 86.777

- Regular _____
- Other:
 - SouthSouthNorth USD 340.795 (Primer año)
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 - Donante _____
 - Gobierno _____

Unfunded budget: _____

Unfunded budget: _____

Acordado por MADS


Frank Pearl
Ministro de Ambiente y Desarrollo Sostenible

D/M/A

Acordado por PNUD


Bruno Moro
Representante Residente

D/M/A

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ACRONIMOS

MADS:	Ministerio de Ambiente y Desarrollo Sostenible
GEI:	Gases de Efecto Invernadero
PNUD:	Programa de las Naciones Unidas para el Desarrollo
UNDAF:	United Nations Development Assistance Framework
CPAP:	Plan Anual de Programa de País
COP:	Conferencia de las Partes
PNUD:	Programa de las Naciones Unidas para el Desarrollo
GMCC:	Grupo de Mitigación de Cambio Climático
BID:	Banco Interamericano de Desarrollo
FONADE:	Fondo Financiero de Proyectos de Desarrollo
MRV:	Medición Reporte y Verificación
PMR:	Partnership Market Readiness
BM:	Banco Mundial
UE:	Unión Europea

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I. ANALISIS DEL CONTEXTO

1. Contexto internacional que enmarca la iniciativa

Colombia es signatario de la Convención Marco de las Naciones Unidas sobre Cambio Climático y del Protocolo de Kioto de esta Convención. Por los compromisos adquiridos en estas ha publicado dos Comunicaciones Nacionales que incluyen Inventarios de Gases de Efecto Invernadero (GEI) para cuatro años (1990, 1994, 2000 y 2004). El país también ha participado activamente en los mercados de carbono con un portafolio de 152 proyectos MDL, 24 de los cuales están registrados ante Naciones Unidas.

El PNUD, está comprometido con el fortalecimiento de las capacidades nacionales para desarrollar Estrategias de Desarrollo en Bajo Carbono (EDBC). El fortalecimiento incluirá asistencia en el diseño de estrategias sectoriales de mitigación, las cuales serán soportadas por sistemas de Monitoreo, Verificación y Reporte (MRV), teniendo en cuenta prioridades de desarrollo nacional. La estrategia del PNUD incluye:

- Robustecer los sistemas nacionales de inventarios de GEI
- Desarrollar acciones apropiadas de mitigación y estrategias de bajas emisiones
- Fortalecer la participación del sector privado en acciones de cambio climático

De acuerdo con los logros y avances alcanzados en la Conferencia de las Partes en Cancún (México) – COP 16, se debe resaltar que uno de los acuerdos en el área financiera, es que los países desarrollados se comprometerán con el aporte de 100 billones de dólares anuales para el periodo comprendido entre 2012 – 2020. Estos recursos serán asignados de forma equitativa para proyectos de mitigación y adaptación. La ruta establecida desde la COP 15 (Copenhague) resalta el apoyo para las economías de países emergentes que sigan lineamientos de desarrollo con bajas emisiones de carbono. Teniendo en cuenta los resultados de las dos últimas COP's, la Estrategia Colombiana de Desarrollo Bajo en Carbono (ECDCB), le permitirá al país tener una política mas robusta que sustente el acceso a estos recursos y a mecanismos de mercado internacionales futuros.

La COP 16 también definió fundamentos para seguir avanzando en la consecución de objetivos de la Convención, a la vez que reconoce como insuficientes los acuerdos y compromisos alcanzados hasta ahora en el tema de mitigación de cambio climático. Esto señala la aceptación de la comunidad internacional de avanzar hacia compromisos de reducción de emisiones. La estrategia cobra mas relevancia porque se enmarca dentro de esta necesidad mundial y hace un aporte en esa insuficiencia de compromisos actuales en reducción de emisiones GEI, teniendo en cuenta que los compromisos para los países en vías de desarrollo son distintos a los de los países desarrollados.

Se establece también en Cancún, una visión a largo plazo que reconoce que se deben reducir las emisiones para detener el incremento de la temperatura global. Además acuerda establecer una meta global de reducción de emisiones para el año 2050 en la próxima COP, incluyendo el cronograma para que las emisiones de GEI alcancen su nivel máximo tan pronto como sea posible (Aclarando que los países industrializados llegarán a dicho pico más temprano que los países en desarrollo). A través del desarrollo de la Estrategia, Colombia toma la iniciativa en busca de alcanzar las reducciones de GEI en comparación a un escenario sin esfuerzo, aún cuando su responsabilidad como país en desarrollo es inferior a la de los países desarrollados. Está en busca de la implementación de acciones de mitigación que reduzcan las emisiones

futuras. Así mismo, dos de los componentes principales de la estrategia están perfectamente enmarcados con los avances de la COP 16 y los pilares del Plan de Acción de Bali, estos son lo referente a Transferencia de Tecnología y Construcción de Capacidades. Para el primero, la ECDBC plantea generar entrenamientos con expertos en tecnologías bajas en carbono y eficiencia de procesos para los diferentes sectores. Para el segundo objetivo es generar capacidades en identificación, diseño, implementación y monitoreo de acciones de mitigación en los sectores productivos del país. El proceso para la formulación de la Estrategia de Desarrollo Bajo en Carbono incluye en una primera fase el análisis y construcción de curvas de abatimiento, así como un proceso de validación intersectorial de sus resultados con el fin de analizar diferentes alternativas de desarrollo para la elaboración de la Estrategia.

2. Contexto Nacional

Colombia quiere contribuir al esfuerzo mundial de mitigación, desviándose de su trayectoria de emisiones Business as Usual (BAU), sin embargo no existe en el país un estudio de alcance nacional que estime la línea base y proponga alternativas de reducción de emisiones. Lo único que existe es un estudio para el sector de energía y el avance que se ha realizado para el sector industrial de la Estrategia Colombiana de Desarrollo Bajo en Carbono (ECDBC) que se presenta a continuación. Por lo tanto, para encaminar al país en una senda de bajas emisiones, es necesario que se estimen curvas BAU para todos los sectores, se evalúen medidas y proyectos que reduzcan emisiones, y finalmente se incorporen en un plan estratégico para su implementación.

El 7 de agosto del año 2010 se inició un nuevo periodo de gobierno, con el presidente electo Juan Manuel Santos, después de dos periodos consecutivos del Gobierno de Álvaro Uribe Vélez. El plan de Gobierno contenido en el documento "Bases del Plan Nacional de Desarrollo 2010-2014 – Prosperidad para Todos", aunque preserva la política de seguridad democrática del Gobierno Uribe, amplía su objetivo con el fin de *"dar un gran salto de progreso social, lograr un dinamismo económico regional que permita desarrollo sostenible y crecimiento sostenido, más empleo formal y menor pobreza y, en definitiva, mayor prosperidad para toda la población"*¹. A principios de febrero de 2011, el gobierno radicó ante el Congreso de la República el proyecto del Plan Nacional de Desarrollo, para que después de un proceso amplio de concertación, fuera oficialmente adoptado mediante Ley 1450 de 2011 de la República a finales del primer semestre de este año.

Sus tres líneas de acción son:

- El crecimiento sostenible y la competitividad
- La prosperidad social e igualdad de oportunidades
- Seguridad, Justicia y derechos humanos

Estas acciones se acompañan de cuatro ejes estratégicos en materia de sostenibilidad ambiental, innovación, buen gobierno y lucha contra la corrupción y posicionamiento e inclusión internacional.

Dentro de los sectores, se identifican estrategias contenidas en las Bases del Plan Nacional de Desarrollo que se encuentran relacionados con la mitigación de cambio climático:

Sector Minero-Energético

Las Bases del Plan Nacional de Desarrollo 2010-2014, contiene un capítulo relacionado con la canasta y eficiencia energética. Prácticamente la totalidad de las estrategias planteadas para los combustibles y la eficiencia energética tienen relación con medidas de mitigación de emisiones o aumentos en los niveles nacionales de dicha eficiencia.

Las principales estrategias que tendrán un impacto en la mitigación de emisiones son:

- Realizar campañas de promoción y formación en uso eficiente de combustibles, así como los beneficios de la utilización de sistemas de transporte masivo;
- Promover la utilización de vehículos eléctricos, híbridos o de gas combustible en el parque automotor y en particular en los sistemas de transporte masivo; y
- Generar la reglamentación y los esquemas de incentivos que propicien la renovación del parque automotor.
- Realizar una revisión de los avances actuales del programa de mezclas en biocombustibles analizando la viabilidad y eficiencia de aumentar los porcentajes de dichas mezclas;
- Creación de esquemas de acompañamiento o auditoría para los sectores industriales o comerciales en la implementación de programas de URE, como son la sustitución de motores convencionales por motores más eficientes;
- Promoverán medidas de ahorro de energía tales como la sustitución de bombillos convencionales, uso de hornillas y electrodomésticos eficientes;
- Permitir el uso de GLP como combustible para vehículos y expandir su uso en la industria petroquímica.
- Fomentar alternativas de valor agregado para el uso de carbón, por ejemplo su transformación para producción de combustibles líquidos.

Sector Transporte

En las Bases del Plan Nacional de Desarrollo, se incorpora una sección especial en el capítulo de Infraestructura y Transporte, denominada "Sostenibilidad ambiental y estrategias de mitigación al cambio climático" en donde el Ministerio de Transporte se propone presentar al GEF un proyecto para apoyar la definición de estrategias y acciones que promuevan la reducción de emisiones en el sector incluyendo estrategias para promover el uso de combustibles limpios y de tecnología de vehículos de bajas emisiones, así como la utilización de modos más eficientes en términos de emisiones, como el modo férreo, fluvial. También se plantea buscar financiación de cooperación internacional a través de presentar las estrategias como NAMAs (medidas nacionales apropiadas de mitigación) y acceder a Fondos de inversión climáticos internacionales

Sector Ambiental

En la sección de Sostenibilidad Ambiental es donde se abordan principalmente todas las temáticas ambientales y de prevención del riesgo. En esta sección es donde se plantean metas y estrategias relacionadas con el cambio climático.

Las estrategias explícitas referentes al cambio climático son:

“Como estrategias para controlar la deforestación y degradación de bosques, se deberá formular e implementar los programas de bosques como estrategias para asegurar la conservación y el uso sostenible, a través de a) formular la estrategia nacional REDD con co-beneficios, lo cual posibilita el desarrollo económico de las comunidades y grupos étnicos al acceder al mercado global de carbono; b) impulsar la implementación del pacto intersectorial por la madera legal y, c) formular e implementar la estrategia de corresponsabilidad social en la lucha contra incendios forestales.” (Departamento Nacional de Planeación 2010)

De acuerdo a la Ley 1450 de 2011, el artículo 217 reza: “FORMULACIÓN DEL PLAN NACIONAL DE ADAPTACION AL CAMBIO CLIMATICO. El Plan Nacional de Adaptación al Cambio Climático será coordinado por el Departamento Nacional de Planeación con el apoyo del Ministerio de Ambiente, Vivienda y Desarrollo Territorial o quien haga sus veces.

Las entidades públicas del orden nacional deberán incorporar en sus Planes sectoriales, una estrategia de adaptación al cambio climático conforme a la metodología definida por el DNP, el Ministerio de Ambiente, Vivienda y Desarrollo Territorial y el IDEAM y revisado por los mismos previo a la autorización por parte del CONPES. El Ministerio de Ambiente, Vivienda y Desarrollo Territorial deberá apoyar a las entidades de orden territorial que así lo requieran, a desarrollar sus planes territoriales de adaptación.

De igual manera, la ECDBC, es un proyecto bandera del gobierno actual, que promueve la disminución de emisiones de GEI, comparativamente con un escenario de crecimiento económico sin ninguna restricción o esfuerzo de disminución (manteniendo tendencias actuales de crecimiento económico)

El Plan también establece que con el objetivo de reducir la vulnerabilidad, preparar al país para la adaptación al cambio climático, y aprovechar las oportunidades que se deriven en el marco internacional se deberá:

1. *implementar la Política Nacional de Cambio Climático;*
2. *conformar el Sistema Nacional de Cambio Climático, que fortalezca la gestión de la información en cambio climático y la gestión financiera para atender y ejecutar proyectos y programas de mitigación y adaptación;*
3. *identificar y priorizar medidas de adaptación al cambio climático, a partir de análisis de vulnerabilidad, en el marco de un Plan Nacional de Adaptación soportado en una estrategia financiera que contemple recursos nacionales y recursos internacionales de cooperación;*
4. *fortalecer la generación de información para los análisis de vulnerabilidad sectoriales y territoriales;*

5. diseñar, de la mano con los sectores y las regiones, una estrategia de desarrollo bajo en carbono, que incluya la reducción de emisiones de GEI por deforestación evitada para que el país acceda a recursos financieros favorables de bajo costo, a transferencia de tecnología apropiada, participe en mecanismos de mercado de carbono y fondos de mitigación; y

6. identificar y valorar barreras comerciales asociadas a actividades productivas, productos y servicios con una huella de carbono alta y oportunidades de negocio generadas por ventajas competitivas de carbono-intensidad.

Por otra parte, el documento identifica acciones tendientes a reducir emisiones de gases efecto invernadero, las cuales se listan a continuación:

- Fomentar la producción de combustibles más limpios
- Desarrollar una política de incentivos a la importación o a la industria nacional para la producción de vehículos con tecnologías limpias (gas, híbridos, eléctricos), previa evaluación de su impacto fiscal, y promover la desintegración física de vehículos.
- Establecer acciones para reducir la intensidad energética (consumo nacional de energía total/PIB)
- Promover la utilización de energías alternativas (solar, eólica, geotérmica, entre otras)
- El desarrollo del sector vivienda y ciudades amables será un instrumento para impulsar la reducción y mitigación de los efectos del cambio climático y la eficiencia energética en hogares

3. Marco legal e institucional que soporta la iniciativa

Colombia ratificó la Convención Marco de las Naciones Unidas sobre Cambio Climático mediante la Ley 164 de 1994 y el Protocolo de Kioto a través de la Ley 629 de 2000. La Convención Marco de las Naciones Unidas establece el compromiso de estudiar a fondo las medidas que sea necesario tomar en virtud de la Convención para atender las necesidades y preocupaciones específicas de los países en desarrollo. De igual forma, establece en su artículo 4.1.b) el compromiso de las partes de formular, aplicar, publicar y actualizar regularmente programas nacionales y, según proceda regionales, que contengan medidas orientadas a mitigar el cambio climático, teniendo en cuenta las emisiones antropogénicas por las fuentes y la absorción por los sumideros de todos los gases de efecto invernadero no controlados por el protocolo de Montreal, y medidas para facilitar la adaptación adecuada al cambio climático.

Además, de acuerdo con el documento "Bases del Plan Nacional de Desarrollo 2010 – 2014" del Departamento Nacional de Planeación, Colombia deberá disponer de: 1) una Política Nacional de Cambio Climático en implementación; 2) un Sistema Nacional de Cambio Climático creado; 3) un Plan Nacional de Adaptación al Cambio Climático formulado con su respectiva estrategia financiera y; 4) una estrategia colombiana de desarrollo bajo en carbono formulada e implementada mediante planes sectoriales de mitigación.

En el año 2001 Colombia presenta la Primera Comunicación Nacional de Colombia ante la Convención, con los primeros avances en la vulnerabilidad, posibles medidas de adaptación y el inventario nacional de GEI para los años 1990 y 1994. Posteriormente en el año 2010, Colombia publica la Segunda Comunicación Nacional que contiene el Inventario Nacional de Gases Efecto Invernadero para los años 2000 y 2004. Ambas comunicaciones nacionales fueron coordinadas y elaboradas por el IDEAM.

En el año 2002, el Ministerio del Medio Ambiente y el Departamento Nacional de Planeación, elaboraron los Lineamientos de Política de Cambio Climático a nivel global, que esbozaban las principales estrategias para la mitigación y adaptación al fenómeno en el marco de la CMNUCC, del Protocolo de Kioto y de la Primera Comunicación Nacional sobre Cambio Climático.

El documento CONPES "Estrategia Institucional para la Articulación de Políticas y Acciones en Materia de Cambio Climático en Colombia", tiene como objetivo facilitar y fomentar la formulación e implementación de políticas, planes, programas, incentivos y proyectos en materia de cambio climático, logrando la inclusión del clima como determinante para el diseño y planificación de los proyectos de desarrollo, mediante la configuración de un esquema de articulación intersectorial. Este esquema deberá permear el actual modelo de desarrollo social y económico de manera transversal a todos los niveles y en todas las instituciones. Adicionalmente deberá ser objeto de análisis en los más altos niveles de toma de decisiones en cada uno de los sectores y comunidades.

Su estrategia institucional será la creación del Sistema Nacional de Cambio Climático que está encargado de coordinar, armonizar y garantizar la complementariedad de varias instituciones y actores tanto públicos como privados, locales y nacionales y teniendo en cuenta sus interrelaciones a nivel internacional.

La política nacional de Cambio Climático tendrá tres estrategias:

1. Plan Nacional de Adaptación al Cambio Climático - PNACC
2. Estrategia Colombiana de Desarrollo Bajo en Carbono - ECDBC
3. Estrategia Nacional de Reducción de Emisiones por Deforestación y Degradación – ENREDD+

La Estrategia Colombiana de Desarrollo Bajo en Carbono será formulada por la Subcomisión Sectorial compuesta por representantes de los Ministerios que formarán grupos interdisciplinarios de trabajo que estudiarán, analizarán y coordinarán información, recomendaciones y acciones relacionadas al proyecto, además de garantizar la participación de los sectores productivos.

II. ESTRATEGIA

1. Cooperación internacional directamente relacionada con el Proyecto

La Dirección de Cambio Climático del Ministerio de Ambiente Desarrollo Sostenible está coordinando con las demás entidades del gobierno, la academia y el sector privado el diseño e implementación de la ECDBC. Ésta, es una herramienta que permitirá al país identificar el potencial de reducción de emisiones de GEI respecto a la tendencia BAU a nivel sectorial, y las medidas y proyectos apropiados de mitigación que deben realizar los sectores productivos sin afectar el crecimiento de largo plazo de la economía colombiana. Como se trata de un tema nuevo en la mayoría de sectores, se hace necesario desarrollar capacidades en las entidades del Estado y grupos de investigación. La construcción de capacidades permitirá la elaboración de las curvas de abatimiento de manera que reflejen la realidad nacional, así como proyecciones realistas para luego con las alternativas identificadas priorizar las acciones más costo-efectivas. Esta priorización también será el resultado de estudios y análisis de viabilidad y costo-beneficios que indiquen el impacto de las medidas o acciones en el desarrollo social, económico, cultural y ambiental del país. Posteriormente será necesario convertir lo escrito en el papel en realidad mediante la puesta en marcha de políticas y proyectos, que se comuniquen de manera efectiva a la sociedad colombiana. El horizonte de análisis del estudio es a 2040 por lo que las acciones resultantes de este tendrán impacto en el desarrollo a largo plazo del país.

Dentro del marco de la ECDCB es muy importante resaltar que existirán varias fuentes de financiación procedentes de diversas instituciones y países que serán administrados por diferentes organismos. Los recursos serán distribuidos de acuerdo a los intereses de los cooperantes y a las actividades que se encuentren desfinanciadas del presupuesto original. Este proyecto específico con PNUD, es importante porque, además de los logros sustantivos que se espera lograr en términos de la propia estrategia de desarrollo bajo en carbono, ha permitido al MADS iniciar un proceso de mapeo de la cooperación y así evitar traslapes.

Este mapeo está siendo usado como ejemplo de coordinación internacional y potencialización de recursos en varios foros internacionales, así mismo, este proyecto podrá ser el eje articulador de las cooperaciones futuras que se den en esta materia y que provengan de diferentes fuentes. Se inicia con el apoyo de SSN pero se espera que dentro de poco alrededor de este proyecto, también se articule la cooperación del PNUD –UE, cuya futura intervención está empezando a definirse gracias a un plan de iniciación que está a punto de iniciar. La ECDBC ya tuvo su lanzamiento en la Presidencia de la República para el comité de alto nivel en enero del presente año y ha establecido un cronograma de actividades muy cuidadoso para que no se presente traslape de actividades de acuerdo al objeto de la cooperación de cada una de las fuentes o donantes.

A continuación se describen las cooperaciones internacionales relacionadas con el proyecto:

MAPS

MAPS es un programa que soporta planes de desarrollo compatibles con el clima en países en desarrollo seleccionados por su elevado nivel de emisiones actual o futuro. Es caracterizado por un elevado nivel de ambición en mitigación, acompañado de un direccionamiento hacia el desarrollo de economías y sociedades de bajo carbono.

Sus objetivos son:

- Soportar actividades dentro de los países dirigidas a procesos de planeación de escenarios de mitigación, basados en investigación y modelamiento en acompañamiento con procesos de líderes sectoriales y nacionales;
- Fortalecimiento de cooperación; SUR-SUR
- Recopilar una mejor práctica en continua evolución a través de Administración del Conocimiento, generando impulso a acciones de cambio climático in países en desarrollo seleccionados.

Para el alcance de sus objetivos su acción se divide en tres grupos de actividades:

- A. Soporte para proceso de liderazgo basado en investigación y planeación de mitigación de largo plazo, usando modelamiento de escenarios como información para un proceso de líderes sectoriales facilitado.
- B. Facilitación de colaboración entre expertos: inicialmente entre todos los países MAPS y posteriormente con países BASIC (Brasil, Suráfrica, India y China)
- C. Soporte para, y evaluación de, estos procesos país a través de actividades de knowledge management.

Colombia es uno de los países seleccionados para la primera fase del programa MAPS junto con Perú, Chile y Brasil. Los recursos que financian este proyecto provienen del CIFF (Children Investment Fund Foundation) en alianza con SSN (South South North), una organización que ha estado trabajando en temas climáticos durante los últimos diez años. Es una organización sin ánimo de lucro, enfocada en facilitación de equipos de trabajo en países en vías de desarrollo. Su principal función en el proyecto nacional es el apoyo al diseño del proceso, Soporte en modelación y fortalecimiento a la coordinación de actividades del proyecto como talleres con expertos sectoriales que nutran los insumos de la unidad de investigación.

USAID

El Programa de Políticas Públicas para Colombia (CCCP por sus siglas en inglés) tiene una duración de 5 años y se encarga de proveer experticia técnica y gerencial para fortalecimiento de capacidades del gobierno colombiano en la formación, adopción e implementación de políticas públicas que mejoren los negocios ambientales, promueva la generación de ingresos sostenibles y mejore la provisión de servicios sociales para grupos de personas pobres y vulnerables en el país. El principal objetivo del CPPP es apoyar reformas estructurales gubernamentales diseñadas para romper los círculos viciosos de pobreza que llevan a comunidades marginadas y desamparadas en zonas con débil presencia estatal a participar en la producción de cultivos ilícitos y actividades ilegales, generando más violencia y la fuerte degradación de los bienes ambientales colombianos.

CCCP alcanzará estos objetivos a través de resultados en 6 componentes (1) Políticas de tierras; (2) Acceso a financiación; (3) Políticas dirigidas a poblaciones vulnerables; (4) Apoyo a la descentralización y mejoramiento del gerenciamiento económico; (5) Asuntos laborales y (6) Política ambiental

El componente de política ambiental incluye el apoyo al Ministerio de Ambiente y Desarrollo Sostenible en la elaboración de varios documentos de política, como por ejemplo, Áreas Protegidas, Bosques y la Estrategia de Desarrollo Bajo en Carbono.

El apoyo específico que brindará la USAID para a la ECDBC, es mediante la financiación de la facilitación del proceso de evaluación conjunta de alternativas de desarrollo bajo en carbono con los sectores y la asesoría en la elaboración de un documento de política resultante de dicho proceso.

BANCO MUNDIAL – DNP

El DNP solicitó al Banco Mundial compartir sus experiencias en análisis de bajo carbono que se han realizado en países como China, India, Indonesia, Polonia, Sur África, Vietnam México y Brasil. Bajo este marco, el BM propuso soportar financieramente y a través de su conocimiento y capacidades, la preparación de un estudio de bajo carbono para Colombia. EL objetivo del estudio es asistir al gobierno colombiano en la integración de mitigación de cambio climático dentro del proceso económico del país. Los dos componentes del estudio son:

- Análisis de Portafolio de Bajo Carbono: Usando una metodología de evaluación económica típica, el estudio identificará y calculará un número de posibles intervenciones en bajo carbono en Colombia que podrían implementarse en el corto-mediano plazo (5-10 años). Estas serán seleccionadas de acuerdo a: a) buen potencial de reducción de emisiones, bajo costo neto y que sean política y socialmente viables; b) que sus beneficios no se pongan en peligro por el impacto del potencial cambio climático y c) puedan ser aplicadas en un plazo cercano sin comprometer el crecimiento económico, la alta productividad sectorial y el desarrollo.
- Valoración macroeconómica del Desarrollo en Bajo Carbono: Calcular el impacto que las inversiones en desarrollo de bajo carbono tendrían en la economía colombiana. Escenarios de desarrollo de bajo carbono serán evaluadas por DNP a través del programa de investigación "economía de cambio climático", usando el modelo Equilibrio General Computable (Computable General Equilibrium model – CGE). El análisis calculará el impacto del desarrollo en bajo carbono en Inversión, PIB, generación de empleo y distribución de ingresos.

Teniendo en cuenta criterios de selección como la facilidad de evaluación e implementación y potencial de mitigación, para este proyecto en particular se seleccionaron las siguientes medidas así:

Agricultura y bosques, análisis detallado de:

Uso eficiente de fertilizantes en la producción de arroz
Cambio del uso de la tierra de praderas a cultivo de mango, otros cultivos de frutas y palma
Proyecto silvopastoriles
Mejoramiento de pastizales
Plantación de bosques para producción de madera
Restauración ecológica
Plantaciones de caucho

Análisis descriptivo de:

Generación de electricidad a partir de residuos de Biomasa producidos en agricultura
Mejoramiento de la genética del ganado
Cambios en la dieta del ganado
Prácticas de agricultura en bajo carbono
Desarrollo de bosques y agricultura en la Orinoquia

Energía:

Eficiencia energética en iluminación
Reemplazo de refrigeradores
Optimización en el uso de fuerza motriz
Calentadores de agua con energía solar
Nuevas tecnologías y equipos para alumbrado público
Uso de gas natural para generación de vapor
Uso de biogás para producción de ladrillo
Generación de energía a través del viento en la Guajira
Generación geotermal de energía en Huila y Nariño
Interconexión de áreas no conectadas con fuentes de energía no convencionales

Transporte

Vehículos eléctricos
Chatarrización de camiones
Sistemas estratégicos de transporte público
Sistemas integrados de transporte público

Para cada una de las anteriores alternativas, se estimará su costo económico de implementación y sus beneficios en términos de reducción de emisiones de gases efecto invernadero.

Los resultados de este estudio serán aportados como un insumo para el proceso de evaluación colectiva que desarrollará este proyecto.

BID – FONADE- MADS

Esta cooperación ha sido denominada cooperación técnica y está conformada por una serie de proyectos y actividades relacionadas a cambio climático en mitigación y adaptación. Dentro de los recursos destinados para mitigación, se estableció el pago de una consultoría para desarrollar las curvas de costos de abatimiento en el marco de la ECDBC, a quién denominamos la unidad investigativa. Como ya se mencionó, el resto de

recursos de esta cooperación, están destinados a proyectos de adaptación nacional y a contratación de especialistas en áreas determinadas que cubran necesidades previamente establecidas.

De acuerdo a la estructura de este proyecto y a sus actividades y componentes, el éxito del mismo dependerá de la ejecución del contrato con la unidad de investigación, quien es la encargada de conducir los estudios para el desarrollo de las curvas de costos de abatimiento en cada uno de los sectores seleccionados para el estudio y coordinar la participación de los sectores en su construcción. El valor total del contrato para el desarrollo de las curvas es de USD 390,000.00 con una duración de 8 meses a partir de la fecha de inicio.

RECURSOS LOCALES

En el 2010 un equipo de investigación de la Universidad de los Andes realizó el mismo tipo de estudio en un sector piloto (sector industrial), pero en el marco de una contratación con el MADS con recursos propios por un valor que ascendió a los COP\$400'000.000,00 (aproximadamente USD 200.000) y cuyos resultados ya se socializaron al sector en el mes de enero.

2. Lineamientos para la formulación de la Estrategia Colombiana de Desarrollo Bajo en Carbono ECDCB

La ECDCB, busca identificar y valorar acciones encaminadas a evitar el crecimiento acelerado de las emisiones de los GEI a medida que los sectores crecen. Estas acciones contemplan todas aquellas medidas, intervenciones, políticas o programas que promuevan la mitigación de GEI o eviten su crecimiento en el largo plazo, que sean apropiadas para las condiciones nacionales, contribuyan al desarrollo sostenible y no vayan en detrimento del crecimiento económico del país.

La Estrategia se fundamenta en cuatro líneas de proceso para su desarrollo:

Proceso Analítico: Se establecerán medios, proceso y flujos de información que permitan una retroalimentación constante en doble vía, desde y hacia los sectores. Los sistemas y mecanismos de reporte de información sectorial existentes serán evaluados para el propósito de la ECDCB. A partir de esta información, se generarán las curvas de abatimiento, que permiten establecer el costo de reducir una tonelada de GEI, en un sector aplicando diversas medidas o tecnologías. Para estimar estos costos se identificará primero una línea base de emisiones actuales por sector y se realizarán proyecciones de crecimiento de emisiones a mediano y largo plazo con los sectores. Posteriormente se identificarán diferentes escenarios alternativos generados por el uso de tecnologías o prácticas en el sector que conduzcan al mismo crecimiento económico pero con reducción, estabilización o eliminación de emisiones de GEI. Se hará una priorización de los resultados obtenidos de los estudios y los análisis por parte de especialistas en cada uno de los temas donde se dan las posibles opciones o acciones de mitigación, para analizar viabilidad, costos y posible implementación de las mismas. Se construirá un documento con los resultados obtenidos, que deberá ser un insumo fundamental en el desarrollo de políticas, programas, proyectos, y acciones de mitigación de cambio climático en cada sector.

Construcción de capacidad: A partir del proceso de formulación de la ECDBC a través de cooperación norte – sur y sur – sur y experiencia nacional existente:

- Se creará la capacidad del sector público y la academia para utilizar diferentes herramientas de modelación y análisis de comportamiento de emisiones de GEI partiendo de análisis de proyecciones de sectores
- Se fortalecerá la capacidad del sector público y privado para seleccionar y formular acciones de mitigación adecuadas.
- Se suministrará entrenamiento en opciones tecnológicas de bajo carbono a cada uno de los sectores.
- Se fortalecerá el conocimiento de opciones de financiamiento para acciones de mitigación y diseño e implementación de bajo mecanismos de mercado.
- Se fortalecerá la capacidad en identificación, formulación e implementación de NAMAs

MRV: Dentro de la línea de Medición, Reporte y Verificación, se realizará un entrenamiento básico a nivel público y privado y finalizar con un análisis en opciones MRV, sus costos, requerimientos y viabilidad. Paralelamente se realizará un proyecto piloto en sistemas de información para monitoreo de políticas. Bajo esta línea de trabajo también se realizará el Monitoreo del progreso de la ECDCB.

Proceso de socialización: En esta línea de proceso se adelantarán todas las actividades de socialización a todos los niveles, que requiere la ECDBC, al tratarse de un proyecto concertado entre el sector público y el privado, necesitará de una constante difusión y la participación de todos los sectores por medio de sus representantes.

Sus componentes son:

COMPONENTE 1: Identificación y evaluación de alternativas y oportunidades de desarrollo en bajo carbono

Se establecerán escenarios de referencia y curvas de costos de abatimiento en los sectores establecidos a través de un proceso de participación sectorial pública y privada.

RESULTADO: Se ha identificado y evaluado, con la información validada por los sectores, las alternativas y oportunidades de desarrollo en bajo carbono.

PRODUCTOS

- Acuerdos intersectoriales sobre el diagnóstico y la base analítica de alternativas y oportunidades de desarrollo en bajo carbono.
- Escenarios de referencia de emisión de gases de efecto invernadero para los sectores que incorporen las expectativas de desarrollo económico y social de los sectores, así como sus tecnologías y eficiencias actuales y proyectadas.
- Evaluación de alternativas y oportunidades de desarrollo sectorial y sus efectos sobre las emisiones sectoriales de gases de efecto invernadero y sobre el crecimiento económico, social y ambiental.

COMPONENTE 2: Diseño y adopción de planes, políticas y medidas para desarrollo en bajo carbono

RESULTADO: Se han definido planes, políticas y medidas tanto en el sector público como el privado, que instrumentalizan la Estrategia Colombiana de Desarrollo Bajo en Carbono

PRODUCTOS

- Planes de acción sectorial para el desarrollo bajo en carbono
- Diseño de políticas y medidas públicas para el desarrollo bajo en carbono
- Formulación de NAMAs, programas y proyectos de mitigación por parte de distintos actores públicos y privados

COMPONENTE 3: Diseño y construcción de un Sistema de Monitoreo para la ECDBC.
RESULTADO: Un sistema de medición reporte y verificación, ha sido establecido para soportar la implementación y la evaluación de la ECDBC y las acciones derivadas de la misma.

PRODUCTOS

- Responsabilidades institucionales requeridas para el sistema MRV y su relación con las Comunicaciones nacionales y el Inventario nacional de Gases Efecto Invernadero
- Establecimiento de metodologías y estándares para el monitoreo de gases de efecto invernadero en las escalas nacional, sectorial (programa) y local (proyecto)
- Adopción de criterios, procedimientos y formatos para el reporte y verificación de las emisiones de gases de efecto invernadero e información complementaria (co-beneficios, financiera y otros)
- Diseño y puesta en marcha de plataforma informática que soporta el sistema MRV

COMPONENTE 4: Construcción de capacidades para la formulación e implementación de la ECDBC

RESULTADO: Los sectores públicos y privados cuentan con las capacidades requeridas para la implementación de la ECDBC

PRODUCTOS

- Evaluaciones de necesidades de transferencia tecnológica sectorial para el desarrollo bajo en carbono
- Programas de entrenamiento y difusión de tecnologías de bajo carbono
- Programa de capacitación a los sectores (públicos y privados) en mitigación del cambio climático
- Fortalecimiento institucional para la incorporación del cambio climático en las políticas públicas

COMPONENTE 5: Plataforma de cooperación y comunicación para la ECDBC

RESULTADO: Se han creado los medios para divulgación y socialización de información y para la cooperación en la implementación de la ECDBC

PRODUCTOS:

- Programa de divulgación de información generada durante el proceso de formulación e implementación de la ECDBC
- Diseño y operación de un portal para el intercambio de información sobre alternativas y oportunidades de desarrollo bajo en carbono. (knowledge management)
- Diseño y operación de plataformas de cooperación económica internacional para el desarrollo bajo en carbono

3. Objetivo del proyecto y subcomponentes (MAPS)

Objetivo

Emprender un análisis colectivo, comprensivo y basado en resultados científicos por parte de líderes sectoriales, sobre alternativas de desarrollo y su impacto en la riqueza y cambio climático, que sirva como insumo a la estrategia nacional de desarrollo en bajo carbono.

Descripción de componentes y Actividades

Componente 1: IDENTIFICACION Y EVALUACION DE ALTERNATIVAS Y OPORTUNIDADES DE DESARROLLO BAJO EN CARBONO

Este componente abarca la elaboración de las curvas de costos de abatimiento, el desarrollo de estudios técnicos sectoriales, los análisis de potencial de mitigación y el proceso de validación con los sectores. Este proceso de validación sectorial tendrá un acompañamiento de una unidad de investigación que modelará los distintos escenarios propuestos en los talleres con los sectores. El producto principal del componente es el análisis de las alternativas de mitigación validadas intersectorialmente que se incorporarán a la ECDBC. Los estudios técnicos iniciales así como la construcción de curvas de costos de abatimiento están siendo financiadas por BID-FONADE y Banco Mundial. Así mismo, la Unidad de Investigación será financiada con recursos del BID-FONADE. Las siguientes son las actividades que serán financiadas con recursos provenientes de SSN y canalizados y ejecutados en labor conjunta con PNUD (y el soporte de MAPS)

Actividad 1: Las curvas BAU serán construidas para cada sector a través de grupos de trabajo compuestos de representantes del sector público y privado con académicos contratados para este propósito específico. (Unidad de investigación)

Actividad 2: la modelación de impactos económicos de escenarios y alternativas para la reducción de emisiones, para la cual, se deberá hacer la adecuación del modelo de equilibrio general para el procesamiento de información sobre escenarios de mitigación y se realizará entrenamiento en opciones de modelación a través de un experto internacional que será contratado para este proyecto en particular. Esto con el fin de integrar los modelos de abatimiento con el de equilibrio general.

Actividad 3: Se realizarán sesiones de análisis de resultados para el nivel estratégico o de alto nivel y el nivel técnico, con el fin de generar un proceso consultivo y participativo, sobre los insumos de los modelos utilizados y resultados que la unidad de investigación obtiene.

Estas reuniones serán programadas de acuerdo al orden en el que se vayan obteniendo los avances en el desarrollo de las curvas y serán diseñadas para poder establecer los correctos canales de información para retroalimentar a la unidad investigativa. Se planearán jornadas de trabajo programado con todos sus requerimientos (logística, papelería, alimentación) para facilitar las actividades. Con el grupo de alto nivel se planearán desayunos de trabajo, dada la complejidad de las agendas de los altos directivos, donde se les expondrá la iniciativa y los avances.

Actividad 4: Manejo de la Información (Knowledge Management). Paralelo a la actividad descrita anteriormente, se desarrollará un portal web que permita el flujo de la información, en varios sentidos, internamente para los actores involucrados internamente, externamente hacia la sociedad civil y personas interesadas en el desarrollo del proceso y regionalmente para compartir la información entre los países participantes de la iniciativa MAPS.

Componente 2: CONSTRUCCION DE UNA PLATAFORMA DE COOPERACION Y COMUNICACION

En el marco de este componente, se realizarán las actividades que atañen al proceso de socialización del proyecto y sus objetivos y alcances,

Actividad 5: se desarrollará todo el material impreso que se requiera para dar a conocer los resultados de los estudios técnicos y análisis de escenarios, e informar sobre los avances de la ECDBC. El diseño e impresión de un brochure que será la carta de presentación del proyecto, así como publicaciones que recopilen los resultados finales por sector así como los generales. Se planearán talleres de socialización con representantes de la sociedad civil y a nivel internacional, se realizará la traducción de los documentos requeridos para poder ser socializados en reuniones internacionales relacionadas al desarrollo de estrategias país para reducción de emisiones. Para adelantar todas las actividades descritas, previamente se diseñará una imagen del proyecto así como una estrategia de difusión del proyecto, para darle mayor relevancia nacional.

Componente 3: CONSTRUCCION DE CAPACIDADES PARA LA ESTRATEGIA (FORTALECIMIENTO INSTITUCIONAL)

Dada la magnitud del proyecto a realizar y el gran número de actividades que conllevan la coordinación de decenas de personas de diferentes sectores, empresas y entidades, este proyecto requiere de fortalecimiento institucional representado en profesionales que asuman la responsabilidad de coordinación y apoyen al MADS y al PNUD en el desarrollo de las actividades que conlleve el proyecto.

Actividad 6: Se requerirá un coordinador de proyecto, un asesor que apoye las labores dentro del PNUD y un asistente administrativo que se encargue de todas las labores de este tipo desprendidas de la ejecución del proyecto. El coordinador y el asistente administrativo, estarán ubicados en el Ministerio y el apoyo para el PNUD en sus oficinas.

4. Metodología

Orientación Para La Toma De Decisiones

La evaluación será orientada por dos grupos de tomadores de decisiones, con el fin de que sus resultados sean pertinentes para la planeación y ejecución de las ambiciosas iniciativas en bajo carbono en los sectores productivos. El primer grupo es la **Subcomisión Sectorial para el Cambio Climático**, instancia responsable de la formulación e implementación de la Estrategia de Desarrollo Bajo en Carbono de acuerdo con el documento CONPES 3700 de 2011. Esta subcomisión será creada formalmente en 2012, sus miembros han participado en el diseño del proyecto y la metodología. Adicionalmente, los resultados preliminares y finales del proyecto, serán presentados a la Subcomisión Sectorial para su retroalimentación y aprobación. Para facilitar el trabajo técnico que acarrea preparar opciones de mitigación realistas para cada sector, un grupo ad hoc en la ECDBC será formado y reportará directamente a la Subcomisión.

Después que los resultados de la evaluación de las alternativas de desarrollo bajo en carbono, sean revisados por la Subcomisión Sectorial, el proyecto será direccionado a la **Comisión Ejecutiva de Cambio Climático COMECC**, cuando sea formalmente creada, compuesta de los Ministros de los sectores relevantes para de esta manera alcanzar evaluación estratégica de alto nivel, recomendaciones y guías para el estudio. A este punto, la COMECC invitará a algunas sesiones, representantes de alto de nivel de los sectores, público y privado y de la sociedad civil.

Modelación Técnica y Económica

La evaluación de las alternativas de desarrollo bajo en carbono deberá comprender tanto los aspectos técnicos relacionados con sus aspectos energéticos, productivos y de emisiones de gases efecto invernadero, como de los aspectos económicos relacionados con su impacto en el crecimiento económico, generación de empleo, bienestar de los colombianos, competitividad, disminución de la pobreza, viabilidad y opciones financieras para implementación. Para ello, se requiere el uso de herramientas de modelación energética y no energética; así como de su integración en modelos de equilibrio general. Para este propósito, las herramientas y análisis de modelación energética y no energética serán usados adicionalmente a los resultados de las curvas de costos de abatimiento. Luego, serán integrados al modelo de equilibrio general que está siendo corrido por el DNP. Para la modelación energética y no energética, el proyecto tendrá el soporte de la Universidad de los Andes y particularmente de expertos investigadores del departamento de ingeniería y el Centro de Estudios sobre Desarrollo Económico (CEDE). La modelación energética para los sectores minas y energía, industria y transporte se harán con el modelo MARKAL, mientras el modelamiento no energético para los sectores agricultura y residuos se efectuará integrando varios modelos en la herramienta LEAP.

El **Departamento Nacional de Planeación** integrará los resultados de la modelación técnica en el modelo de equilibrio general computable desarrollado para el Estudio de Impactos Económicos de Cambio Climático en Colombia EIECC para estimar los efectos sobre crecimiento económico de las alternativas analizadas.

Análisis Colectivo De Expertos

La Subcomisión Sectorial, o sus equivalentes mientras es formalmente creada, conformarán un grupo interdisciplinario de trabajo con expertos sectoriales tanto del sector público como privado y la sociedad civil. Este grupo estará a cargo de validar técnicamente el proceso de modelamiento y hacer un análisis colectivo así como delinear sus conclusiones. Particularmente este grupo:

- Validará los supuestos y fuentes de información para la modelación de las líneas base
- Suministrará información actualizada y realista de cada sector.
- Proveerá guías técnicas por el modelamiento.
- Analizar los resultados de los modelos.
- Colectivamente formulará las conclusiones y respuestas para las preguntas previamente expuestas a las autoridades alto nivel.

Para cada uno de los sectores evaluados (minería, industria, energía, agricultura, transporte y residuos) el grupo interdisciplinario de expertos será conformado de acuerdo a los siguientes criterios:

- Conocimiento técnico del sector y/o subsectores
- Experiencia previa en evaluación y tareas similares.
- Experticia y conocimiento de cambio climático, procesos energéticos, producción de procesos o modelamiento económico
- Trabajo en equipo y pro actividad

Una lista preliminar para el grupo de expertos estará adjuntada a este documento. Esta lista será completada el día del Lanzamiento de Alto Nivel, por expertos nominados por los miembros de la COMECC y del Grupo de Alto Nivel (mientras la COMECC es oficialmente aprobada) conformado por dichos miembros junto a los líderes sectoriales de entidades públicas y privadas de los sectores de intervención del proyecto.

Diseño del proceso

Para alcanzar el objetivo, se organizarán una serie de reuniones estructuradas en el marco de la COMECC (o en el grupo de Alto Nivel si la COMECC no se ha conformado oficialmente), la Subcomisión Sectorial (o las instituciones líderes del proceso como lo son DNP y MADS), la unidad de investigación y los grupos Interdisciplinarios de trabajo. El proceso consta de cinco etapas descritas aquí:

Etapas I: En esta fase, los representantes de la COMECC (o Grupo de Alto Nivel) revisarán y aprobarán las preguntas orientadoras incluidas en el diseño del proyecto, las cuales han sido pre-aprobadas por la Subcomisión Sectorial (o los representantes que la conformarán en el futuro) y diseñadas por la Dirección de Cambio Climático, el equipo de la ECDBC y la Unidad de Investigación. Como se mencionó anteriormente, los miembros de la COMECC (o Grupo

de Alto Nivel) podrán nominar expertos adicionales para los grupos interdisciplinarios de trabajo. En el marco de esta reunión, se realizará el lanzamiento oficial de la ECDBC.

Etapa II: Una vez constituido, el Grupo Interdisciplinario de Trabajo validará los supuestos y las fuentes de información que son puntos críticos en la evaluación presentada por la unidad de investigación. La primera tarea en modelación será la construcción de escenarios de referencia de emisiones de o curvas BAU para cada sector. Los escenarios serán acordados conjuntamente por el equipo de investigación, el DNP, el Ministerio de Ambiente y el Grupo Interdisciplinario de trabajo. Para el desarrollo de esta etapa se realizarán al menos dos sesiones de trabajo conjunto. En esta etapa, la Unidad de investigación presentará los resultados relacionados a las proyecciones sectoriales y nacionales de emisiones de gases efecto invernadero.

Etapa III: En esta fase, a través de consultas se identificará un conjunto de alternativas y oportunidades de desarrollo bajo en carbono que podrían desviar los escenarios de referencia de cada sector. Las instituciones de investigación, estudiarán y evaluarán los beneficios de la reducción de emisiones del conjunto de alternativas y oportunidades y las comparará usando criterios y herramientas como las curvas marginales de costos de abatimiento, Se encuentra establecido también, completar el análisis de las principales alternativas y oportunidades con indicadores socioeconómicos como el impacto en el producto interno bruto, generación de empleo y reducción de pobreza, así como un análisis preliminar de las opciones y viabilidad de financiamiento de estas medidas.

Etapa IV: Durante esta fase, los resultados de la evaluación de las alternativas y oportunidades de desarrollo en bajo carbono incluyendo las curvas de costos de abatimiento, serán presentadas a la COMECC (o Grupo de Alto Nivel) para revisar los resultados preliminares y podría solicitar la evaluación de alternativas u oportunidades no tenidas en cuenta o pedir un análisis más amplio de alguna en especial. Con esta retroalimentación el grupo Interdisciplinario de Trabajo y las instituciones investigativas emprenderá la evaluación final de las curva de costos de abatimiento.

Etapa V: Con los resultados finales de los modelos y la evaluación de las alternativas y oportunidades de desarrollo bajo en carbono, el grupo interdisciplinario de trabajo con el apoyo de las entidades investigativas agruparán las conclusiones y respuestas de la evaluación de las preguntas orientadoras. Esta fase concluirá el primer componente de la ECDBC.

Siguiente pasos para el segundo componente de la ECDBC: Las alternativas y oportunidades de desarrollo bajo en carbono evaluadas, serán priorizadas y seleccionadas para un análisis más profundo. Este análisis será realizado para: delimitar la alternativa o acción, evaluar la viabilidad técnica y financiera de las oportunidades y alternativas mas prometedoras así como sus impactos y beneficios sociales y apoyar el diseño técnico y financiero de acciones, planes y programas y/o soporte para la formulación de NAMAs. El segundo componente de la ECDBC será respaldado por la Unión Europea y el PNUD y su programa Construcción de capacidades en bajo carbono (LECB por sus iniciales en inglés).

5. Descripción del presupuesto total MAPS

El presupuesto del proyecto MAPS asciende a los USD \$427.572 representados de la siguiente manera:

ACTIVIDAD	PRESUPUESTO EN USD
ACTIVIDAD 1: Modelamiento de impactos económicos de escenarios y alternativas para reducción de emisiones	\$35.000
ACTIVIDAD 2: Sesión de análisis de resultados con representantes sectoriales	\$149.000
ACTIVIDAD 3: Socialización de resultados y desarrollo de plataforma de comunicación	\$62.000
ACTIVIDAD 4: Fortalecimiento Institucional para la ECDBC y proyecto MAPS	\$153.600
GSM	\$27.972
TOTAL	\$427.572

Este presupuesto será ejecutado en dos años, par el primero se tiene estimado ejecutar USD\$ 340.795 y para el segundo USD\$86.777. Más abajo se podrá observar el Annual Work Plan para el primer año y a continuación la programación de pagos requerida por parte de South South North, para el cumplimiento de las actividades propuestas, el cronograma de pagos es el siguiente:

FECHA DE DESEMBOLSO	VALOR USD
Con la firma del contrato	\$200.000
Septiembre 2012	\$140.795
Marzo 2013	\$86.777
TOTAL	\$427.572

III. MARCO DE RESULTADOS PARA EL PROYECTO

Este es el marco de resultados planeados para los recursos del primer donante SSN. Este marco de resultados se deriva de la anterior tabla.

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>Capacidades Nacionales Regionales y Locales fortalecidas para un manejo integral, garantizando desarrollo sostenible</p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Se consolidan las capacidades nacionales para promover la sostenibilidad ambiental, para la elaboración de estrategias de desarrollo económico que consideren las emisiones futuras de GEI y la senda hacia una economía carbono eficiente.</p>				
<p>Country Program Output</p> <p>Escenarios de referencias para cada uno de los sectores, Curvas de opciones de mitigación por sector definidas, y acuerdos intersectoriales sobre el diagnóstico y la base analítica de opciones para el desarrollo económico bajo en carbono.</p>				
<p>Project title and ID (ATLAS Award ID):</p>				
COMPONENTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>Objetivo general:</i></p> <p><i>Conjunto de alternativas y opciones de desarrollo bajo en carbono consensuadas intra sectorialmente con respecto a sus beneficios en torno a la reducción de emisiones futuras de GEI y a su viabilidad en el entorno del país y que sirvan como insumo principal de la ECDBC</i></p>	<p>Targets año 1</p> <ul style="list-style-type: none"> - Plataforma de información para la ECDBC y para el trabajo regional de MAPS implementada y en funcionamiento - Inicio de las sesiones de trabajo grupales con los representantes sectoriales 	<p>1. Capacitación en la metodología seleccionada para ser aplicada, actualizaciones y vínculos con el Modelo de DNP</p> <p>Se traerá un experto internacional en modelación que capacitará personal del DNP, el Ministerio y la Unidad Investigativa en opciones de modelación</p> <p>2. Sesiones de análisis de resultados con representantes de</p>	MADS	SSN: USD 196,880

<p>Componente 1: Identificación y evaluación de Alternativas y Oportunidades de Desarrollo en Bajo Carbono</p> <p>Outputs</p> <p>Acuerdos intersectoriales sobre el diagnóstico y la base analítica de alternativas y oportunidades de desarrollo en bajo carbono.</p> <p>Escenarios de referencia de emisión de gases de efecto invernadero para los sectores que incorporen las expectativas de desarrollo económico y social de los sectores, así como sus tecnologías y eficiencias actuales y proyectadas.</p> <p>Evaluación de alternativas y oportunidades de desarrollo sectorial y sus efectos sobre las emisiones sectoriales de gases de efecto invernadero y sobre el crecimiento económico y social y ambiental.</p> <p>Construcción de escenarios de referencia y curvas de costos de abatimiento para todos los sectores económicos</p> <p><i>Línea base: 0 sectores cuentan con escenarios de referencia y curvas de abatimiento</i></p> <p><i>Indicadores: Curvas de costos de abatimiento por sectores</i></p>	<p>- Se tienen definidos los modelos y metodologías que serán adaptadas a la situación real del país</p> <p>- Se cuenta con metodologías y modelos adaptados a la situación real del país- Se han realizado sesiones de trabajo con los representantes de los sectores en los dos niveles (líderes alto nivel y técnicos y científicos) y se ha obtenido un conjunto de acciones y opciones de desarrollo en bajo carbono sectoriales</p> <p>-</p>	<p>los sectores</p> <p>- Realización de talleres grupales con los representantes de los sectores para llevar a cabo la construcción y validación de las curvas de costos de abatimiento realizadas por la unidad Investigativa de la ECD/BC. Se deberá realizar toda la logística que conlleven estos talleres (Salones, Alimentación, papelería).</p> <p>3. Desarrollo de la Plataforma de información (para la ECD/BC en general y para el proceso MAPS en particular)</p> <p>- Se contratarán consultores para el desarrollo de plataforma de información y un "knowledge management portal" para las labores y flujos de información regionales de MAPS</p>	
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<p>Componente 2: Construcción de capacidades para la Formulación e implementación de la Estrategia</p> <p>Outputs</p> <p>Fortalecimiento institucional para la incorporación del cambio climático en las políticas públicas</p> <p>Construcción de capacidades fortalecimiento institucional en el MADS y el PNUD para el desarrollo del proyecto y de la ECDBC</p> <p><i>Línea Base: Capacidad en coordinación de la ECDBC baja, dado el gran número de actividades que genera la misma</i></p> <p><i>Indicadores: Avance del desarrollo de actividades de la ECDBC de acuerdo al cronograma y coordinadas entre ellas.</i></p>	<p>Targets (año 1)</p> <ul style="list-style-type: none"> - Fortalecimiento institucional dentro del Ministerio y dentro del PNUD para optimizar la operación de las actividades de la ECDBC, Coordinador en el Ministerio, Asesor de apoyo en el PNUD y Asistente Administrativo (si es requerido) contratados y trabajando en el proyecto. <p>Target (año 2)</p> <ul style="list-style-type: none"> - Continuación del fortalecimiento institucional en el Ministerio y el PNUD a través del coordinador y el asesor de apoyo (y el asistente si se requiere) 	<p>1. Coordinación de la ECDBC,</p> <ul style="list-style-type: none"> - Contratación de un profesional encargado de coordinar todas las actividades operativas en las que incurre el proceso de la ECDBC, así como coordinar las actividades en particular del proceso de MAPS, por 3 años 2. Apoyo a la coordinación de la ECDBC desde el PNUD - Contratación de un profesional que apoye la coordinación de la ECDBC y el proceso MAPS desde el PNUD 3. Actividades administrativas de la estrategia - Contratación de un asistente administrativo (si es requerido) que apoye las labores de coordinación en el Ministerio y el PNUD 	<p>MADS</p>	<p>SSN: USD 164.352</p>
<p>COMPONENT 3: Plataforma de cooperación y comunicación para la Estrategia</p> <p>Outputs</p> <p>Programa de divulgación de información generada durante el proceso de formulación e</p>	<p>Target (Year 1)</p> <ul style="list-style-type: none"> - Desarrollo de la imagen de la estrategia y difusión de la misma - Nivel directivo del sector público y privado plenamente informado sobre la ECDBC - Nivel técnico del sector público y 	<p>1. Imagen y estrategia de difusión y publicidad de la ECDBC establecidas.</p> <p>Contratación de consultor(es) que desarrollen la imagen y la estrategia de difusión y publicidad.</p> <p>2. Publicaciones oficiales de la</p>	<p>MADS</p>	<p>SSN: USD 66,340</p>

<p>implementación de la ECDBC</p> <p>Diseño y operación de un portal para el intercambio de información sobre alternativas y oportunidades de desarrollo bajo en carbono. (knowledge management)</p> <p>Estrategia de Socialización y comunicación</p> <p><i>Línea base: no existe una estrategia de socialización y comunicación para la ECDBC</i></p> <p><i>Indicadores: estrategia de socialización y comunicación para la ECDBC</i></p>	<p>privado plenamente informado sobre la ECDBC</p> <p>Target (año 2)</p> <p>Publicaciones con los resultados de los estudios realizados</p> <p>Socialización de la ECDBC en eventos internacionales sobre Estrategias de crecimiento en bajo carbono y mitigación de emisiones.</p> <p>Sectores plenamente informados sobre las opciones de mitigación resultado del análisis de las priorizaciones de políticas e incentivos</p> <p>Sociedad civil informada sobre las medidas priorizadas de mitigación y las posibles acciones y opciones de política, regulaciones e incentivos</p>	<p>ECDBC publicadas.</p> <ul style="list-style-type: none"> - Se deberán contratar los servicios de diseño impresión y publicación de los informes finales resultado de la ECDBC. <p>3. Talleres de socialización a la sociedad civil realizados</p> <ul style="list-style-type: none"> - De acuerdo al avance del proceso, se realizarán talleres de socialización de los avances y resultados del proyecto. <p>4. Presentaciones en marcos internacionales de la ECDBC.</p> <ul style="list-style-type: none"> - Se financiarán participantes en foros y reuniones internacionales acerca de Estrategias nacionales de reducción de emisiones. - Se traducirán los documentos requeridos para dar a conocer los resultados de la ECDBC 	
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IV. PLAN DE TRABAJO ANUAL

Fue diseñado para todo el proyecto, incluye recursos asegurados (MAPS) y otros que posiblemente serán incorporados más adelante. En la siguiente sección se muestra el presupuesto ajustado solo a los recursos que ya están garantizados de la fuente MAPS

	01/05/2012	31/12/2013	MADS		SSN	71605	\$ 6.000,00	\$ 3.000,00
	01/05/2012	31/12/2013	MADS		SSN	71615	\$ 4.000,00	\$ 2.000,00
	01/05/2012	31/12/2013	MADS		SSN	71305	\$ 10.000,00	
	01/05/2012	31/12/2013	MADS		SSN	71305	\$ 10.000,00	
GSM KEY ACTIVITY 3							\$ 3.990,00	\$ 350,00
Resultado 3 Fortalecimiento institucional en el Ministerio y el PNUD con profesionales que coordinan el desarrollo de la ECDBC	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 36.000,00	\$ 42.000,00
	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 28.800,00	\$ 33.600,00
	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 13.200,00	\$ 153.600,00
GSM KEY ACTIVITY 4							\$ 5.460,00	\$ 5.292,00
Presupuesto total								
								\$ 427.572,00

V. ACUERDOS PARA ADMINISTRACIÓN DEL PROYECTO

1. Aspectos generales acerca de manejo de proyectos en el PNUD

- *Organismo Implementador: El Ministerio como el Organismo Implementador, es la entidad responsable por el manejo del proyecto, incluido el monitoreo y evaluación de intervenciones del proyecto, alcance de resultados y el uso efectivo de los recursos del PNUD o algún otro donante. El asociado Implementador podría tener acuerdos con otras organizaciones para apoyo en la obtención de los resultados estipulados en el proyecto. El Organismo Implementador podría tener acuerdos con otras organizaciones llamadas Partes Responsables que asistan en el exitoso alcance de los resultados del proyecto.*
- *Un proyecto podría designar una Parte Responsable: esta es definida como una entidad seleccionada para actuar en favor del Organismo Implementador, (Ministerio en este caso), basado en un acuerdo escrito o contrato para comprar bienes o proveer servicios usando el presupuesto oficial. Por consiguiente, la Parte Implementadora podría dirigir el uso de estos bienes y servicios para llevar a cabo actividades del proyecto y producir resultados. Todo acto de las Partes Responsables recae sobre el Organismo Implementador de acuerdo con los términos del acuerdo entre las dos partes. Organismos Implementadores usan Partes Responsables para aprovechar sus capacidades específicas, para mitigar riesgo y aliviar cargas administrativas. Los siguientes tipos de organizaciones podrían actuar como Partes Responsables: PNUD, otras agencias de Naciones Unidas, Organizaciones Gubernamentales Internacionales, Agencias Gubernamentales. Organizaciones de La Sociedad Civil y firmas privadas. Para firmas privadas y OSCs (excepto beneficiarias de subvenciones de micro capital) deberán ser seleccionadas basadas en un proceso de selección competitivo llevado a cabo por la Agencia Implementadora. PNUD, otras agencias de Naciones Unidas, Organizaciones Gubernamentales Internacionales, Agencias Gubernamentales u organizaciones de la sociedad civil beneficiarias de subvenciones de micro capital, están exentas de procesos competitivos para su selección y deben ser elegidas bajo modalidades de programa. Se debe identificar anticipadamente en el proceso de formulación que la Parte Responsable está exenta de procesos competitivos de selección, y la misma, deberá ser mencionada en el Plan Anual de Trabajo y borradores de términos de referencia explicando sus servicios prestados en referencia a este proyecto.*
- *Junta de Proyecto (Comité de Seguimiento): Es el grupo responsable del consenso y manejo y toma de decisiones del proyecto cuando sea requerido por el Director del Proyecto, incluyendo recomendación para aprobación de PNUD/Organismo Implementador de planes y revisiones del proyecto. Para garantizar la responsabilidad final del PNUD, decisiones de la Junta de Proyecto deberán ser tomadas de acuerdo con estándares que garanticen el gerenciamiento para alcance de resultados, mayor valor del dinero, justicia, integridad, transparencia y competencia internacional efectiva. En caso de que in consenso no pueda ser alcanzado en la Junta, la última decisión provendrá del Director de Programa PNUD. La Junta de Proyecto juega un papel crítico, siendo encargada de evaluar la calidad del proyecto, garantizando la evaluación de proceso y productos y usando las mismas para perfeccionamiento, mejoramiento, reporte y construcción de capacidades. Estas evaluaciones serán realizadas previa decisión durante el transcurso del proyecto, o cuando sea necesario de acuerdo al Director de Proyecto. Este grupo es consultado por el Project manager para la toma de decisiones cuando la disponibilidad al proyecto (normalmente en términos de tiempo y presupuesto) ha sido excedida (flexibilidad). Basado en el Plan de Trabajo Anual (AWP) aprobado. La Junta de Proyecto podría revisar y aprobar planes trimestrales cuando se*

requiera y autorizar desviaciones significativas de esos planes trimestrales acordados. Esta es la autoridad que firma la terminación de cada plan trimestral así como autoriza el comienzo del siguiente plan trimestral. Esto garantiza que insumos requeridos están disponibles para arbitrar en cualquier conflicto en el proyecto o negociar una solución para cualquier problema entre los proyectos y entidades externas. Adicionalmente, este aprueba el direccionamiento y responsabilidades del Director de Proyecto y cualquier delegación de sus Responsabilidades asignadas del proyecto. Miembros potenciales de Consejo de Proyecto, son analizados y recomendados para aprobación durante la reunión del PAC. Representantes de otros stakeholders, pueden ser incluidos en la Junta si se requiere. El objetivo es crear un mecanismo para Gerenciamiento efectivo del proyecto. Este grupo tiene 4 roles:

Director de Proyecto (también llamado Executive): Es el individuo que representa el apropiación del proyecto. Deberá existir solo un Project Director que normalmente es una contrapartida nacional Normalmente escogido por la agencia de gobierno cooperante o el PNUD. Para este proyecto se designa al MADS.

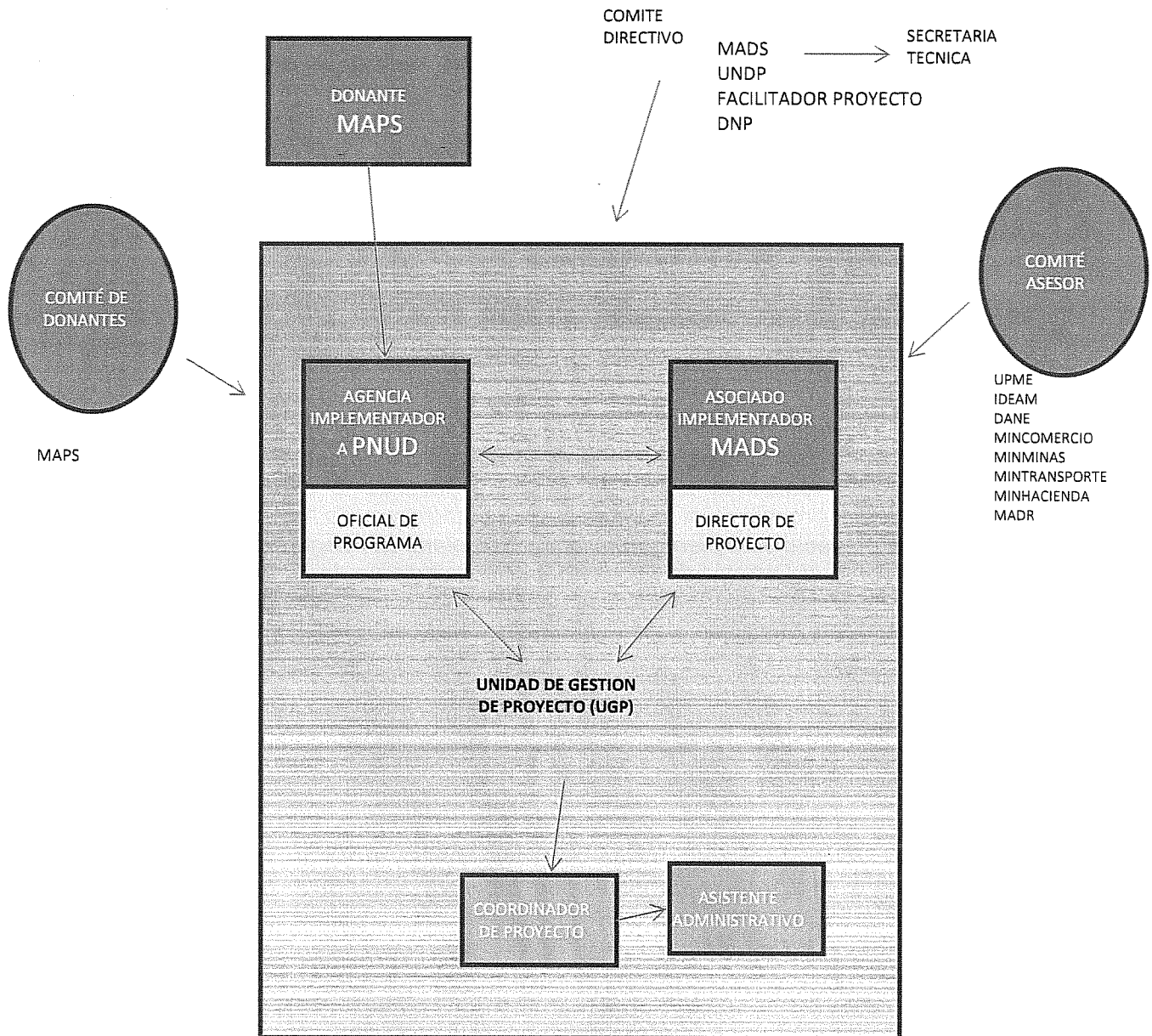
Representantes Beneficiarios: Individuo o grupo de individuos que representan los intereses de aquellos que serán los beneficiarios finales del proyecto. Su función principales garantizar la realización de los resultados del proyecto desde la perspectiva de los beneficiarios. Normalmente organizaciones del a Sociedad Civil pueden ocupar este rol.

Aseguramiento del Proyecto: Es la responsabilidad de cada uno de los miembros del Junta del Proyecto, sin embargo, esta responsabilidad puede ser delegada. El Aseguramiento de Proyecto lo realiza la Junta de Proyecto llevando a cabo un análisis objetivo e independiente del proyecto y el monitoreo de las funciones. Estas actividades garantizan que la solidez del proyecto está bien gerenciada y completa. El Aseguramiento del proyecto, debe ser independiente al Director de Proyecto, por consiguiente, la Junta de proyecto, no puede delegar ninguna de sus responsabilidades al Director del Proyecto. Un oficial de Programa de PNUD normalmente establece el Aseguramiento del Proyecto en nombre del PNUD.

Manager del Proyecto: tiene la autoridad de responder por el día a día del proyecto en nombre de la Agencia Implementadora con las directrices dadas por la Junta. El Manager del Proyecto es responsable por el gerenciamiento y toma de decisiones diario del proyecto. Su principal responsabilidad es garantizar que el resultado produce los resultados especificados en el documento de proyecto, de acuerdo a los estándares de calidad establecidos y teniendo en cuenta las restricciones de costos y tiempos. La Agencia Implementadora designa al Manager del Proyecto que deberá ser diferente a los representantes de la Agencia Implementadora. Anterior a la aprobación del proyecto, El rol de desarrollador del proyecto es asumido por personal de PNUD con funciones de dirección de proyectos durante la formulación hasta que el Manager del Proyecto de la Agencia Implementadora esté en su lugar.

Soporte del Proyecto: El papel del Soporte del Proyecto es proveer administración del proyecto, gerenciamiento y soporte técnico al Manager del Proyecto de acuerdo a lo requerido por las necesidades del proyecto y del Manager del Proyecto. Es necesario mantener el Soporte del Proyecto y el Aseguramiento del Proyecto separados para mantener la independencia del segundo.

2. Estructura Organizacional de este proyecto en particular



Inicialmente el proyecto es cofinanciado con fondos de SSN pero probablemente en el futuro nuevos donantes también entrarán a cofinanciar este proyecto. El PNUD actúa como la Agencia Implementadora encargada de la administración financiera y para obtener los resultados previstos del proyecto. El proyecto será implementado bajo la modalidad NIM (National Implementation Modality), lo que implica que una entidad gubernamental asumirá la responsabilidad para la implementación del proyecto. El Ministerio de Ambiente y Desarrollo Sostenible -MADS-, será el Organismo Implementador local para el proyecto, responsable del

trabajo diario de implementación y de los avances con el fin de obtener los objetivos especificados.

El proyecto establecerá una Unidad de Gestión del Proyecto (PMU por sus siglas en inglés) compuesto del Coordinador de Proyecto y un asistente administrativo. El PMU estará situado en el MADS a menos que el Director del proyecto indique otra cosa después de consultar al Comité de Seguimiento. El Coordinador de proyecto será responsable por las actividades diarias del proyecto, cuentas financieras, reportes periódicos al PNUD-CO y a los donantes y para la distribución de los recursos de los donantes de acuerdo a los planes de trabajo trimestrales y presupuestos en coordinación con la oficina del PNUD-CO, el MADS y el Comité de Seguimiento cuando su participación sea requerida. El Coordinador de Proyecto será la el contacto principal del proyecto para comunicaciones externas y será el encargado de convocar reuniones entre el PNUD, el MADS y el Comité de Seguimiento. El PMU estará dedicado a la planeación, supervisión y tareas administrativas así como apoyar al MADS en las actividades relacionadas con las labores técnicas direccionadas por el proyecto.

El Coordinador de proyecto será contratado por el PNUD como un administrador de tiempo completo de acuerdo a la modalidad NIM aplicada a este proceso específico y será pagado por los recursos de los donantes. PNUD-CO y el MADS asignará cada uno un miembro de su equipo al proceso de implementación del proyecto. En el caso del PNUD, este será el Oficial de programa en cargo, por el MADS será la persona que asuma la responsabilidad por el proyecto a nombre del gobierno nacional (Director de Proyecto). El Oficial de programa y el Director de Proyecto tendrán lugar en el Comité de Seguimiento (PSC) junto al Coordinador de proyecto. El PSC se podría reunir trimestralmente para hacer repaso del progreso y de los obstáculos del proyecto y decidir acerca de asuntos claves y estratégicos. El PSC es la máxima autoridad para la toma de decisiones en el marco del proyecto. Las reuniones del PSC serán convocadas por el Coordinador de Proyecto y las reuniones extraordinarias serán programadas de ser necesario por alguno de los miembros del PSC. Representantes de MAPS y otros donantes pueden asistir, y, si es pertinente, el PSC podría invitar consultores externos para asistir el proceso de monitoreo. El PSC se constituirá de representantes de Presidencia, MADS, DNP y PNUD con MADS como la Secretaría Técnica del PSC.

Para representar el interés de los inversionistas (donantes) un Comité de Recomendaciones será creado, en el cual, los donantes antes mencionados estarán representados por representantes de otras entidades involucradas como IDEAM, MADR, DANE, MINCOMERCIO, UPME, de la sociedad civil y el sector privado, incluida la ANDI, ICONTEC, SIC y otras entidades del sector privado.

3. Servicio de apoyo del PNUD

El proyecto será administrado bajo los procedimientos del PNUD que se basan en los principios de igualdad de oportunidades para todos, los resultados de desarrollo, en el mejor valor por el dinero, la equidad, la integridad, la transparencia y la competencia internacional efectiva de las Naciones Unidas y todas las transacciones financieras y los acuerdos del mismo modo se siguen los mismos principios de la ética y la transparencia. Un manual de procedimientos, con apoyo de la Oficina del PNUD se aplicará a la ejecución de este proyecto. Cada 6 meses, el director del proyecto debe informar al PNUD sobre cualquier

actualización o cambios realizados en el manual. PNUD debe revisar y aprobar los cambios propuestos.

En tal caso, la recuperación de costos apropiada será cargada según las reglas y regulaciones del PNUD. Los servicios de apoyo se señalan en el formulario de Carta de Acuerdo firmada entre el IR y el PNUD. Una pequeña asignación presupuestaria se destinará a fines de comunicación, la promoción y la rendición de cuentas realizadas por el PNUD.

La Agencia Implementadora asistirá al Director de MAPS en su rol de asesoría a PME, agencia contratada por SouthSouthNorth SSN, para preparar preguntas adecuadas e identificar actores para la respuesta de las mismas en el proyecto colombiano así como en cualquier otro apoyo que sea requerido de forma razonable en acuerdo con el Director de MAPS.

4. Competencias fundamentales del PNUD

El PNUD es un socio activo en el desarrollo del Marco de Asistencia de las Naciones Unidas para el Desarrollo (MANUD) y también es una agencia líder de muchos programas en la misma área temática como el Programa MAPS. Resultado 7 del MANUD establece como su objetivo que "el país se consolide una estrategia para avanzar hacia una economía baja en carbono". Más específicamente, el Programa de País menciona lo siguiente como un resultado relevante: "la capacidad nacional consolidada para promover la sostenibilidad ambiental, la gestión del riesgo de desastres y la planificación sostenible." Con el producto relacionado: "instituciones públicas y organizaciones fortalecen su capacidad para formular e implementar programas de gestión ambiental y las iniciativas que garanticen el suministro y mantenimiento de bienes y servicios ambientales (con énfasis en la conservación, restauración y uso sostenible de los ecosistemas estratégicos, el suministro y el uso racional de la energía y la gestión del agua "con uno de los indicadores de producción que menciona específicamente tener por lo menos" un la iniciativa sobre el uso racional de la energía ".

Este proyecto encaja bajo las ventajas comparativas basadas en la experiencia en el desarrollo de capacidades locales y nacionales de gobierno del PNUD, para fortalecer la capacidad país de cambiar la ruta hacia un futuro bajo en carbono, así como generar, difundir y adoptar mejores prácticas en eficiencia energética, desarrollo de capacidades e incremento de financiación de estrategias de desarrollo en bajo carbono. PNUD está trabajando con diferentes instituciones y representantes en Colombia en áreas de energía y cambio climático y asuntos de ambiente y gobierno y se encuentra en una posición destacada para asegurar el proceso de aprendizaje interno del proyecto.

El principal principio de gobierno del PNUD, es obtener el mejor valor del dinero. En el contexto de ejecución del proyecto, obtener el "mejor valor del dinero" significa seleccionar la oferta que presente la combinación óptima de costo de ciclo de vida y beneficios, los cuales se ajustan a las necesidades del proyecto. Mejor valor del dinero no debe ser entendido como la opción de menor precio inicial, al contrario requiere una evaluación integral de factores técnicos, organizacionales y de costosa la luz de su importancia relativa (fiabilidad, calidad, experiencia, reputación, proyectos relacionados anteriores, realidad de los costos, etcétera). Los parámetros de la unidad de negocio pueden incluir objetivos estratégicos sociales y ambientales definidos en el plan de trabajo. El principio del mejor valor del dinero es aplicado en la etapa de asignación para seleccionar la oferta que efectivamente cumple con todos los requisitos.

Para asegurar obtener el mejor valor del dinero, el proceso de solicitud de ofertas y contratistas, debe maximizar el principio de competitividad, minimizar la complejidad de la solicitud, evaluación y selección, garantizando imparcialidad y una evaluación comprensiva

de los oferentes que se presenten para seleccionar la oferta con mayor grado de realismo y de quien su éxito es esperado para cubrir las especificaciones de la unidad de negocio, bases de trabajo y términos de referencia.

Con respecto al uso de tarifas por administración, Servicio General de Administración (GMS por sus siglas en inglés) abarca una vista general y funciones de administración de PNUD HQ y Oficinas país (CO, siglas en inglés) e incluye los siguientes servicios:

- Recibo, distribución y reporte a donantes y fuentes financieras
- Revisión general y monitoreo, en términos de apoyo operacional, soporte para cumplir con el plan de trabajo y productos establecidos en el proyecto
- Soporte en la elaboración de Términos de Referencia, contratos y documento de proyecto
- Hacer parte del comité de selección de contratistas
- Apoyo técnico y temático a través de las oficinas específicas, infraestructura IT, marca y transferencia de conocimiento

5. Cláusula de dolarización

El valor total de la contribución recibida del Programa de las Naciones Unidas, en el marco del acuerdo y el cual sea hecho en una moneda distinta al Dólar estadounidense, será determinada de acuerdo a la tasa de cambio operacional de las Naciones Unidas que sea válida al momento en el que el pago fue hecho. Si hay algún cambio de la tasa de cambio de las Naciones Unidas antes de que el total del dinero es usado por el PNUD, el balance será ajustado de acuerdo al valor de la moneda en esa fecha.

Si existiera una pérdida en el valor del balance de fondos, el PNUD informará al donante, para determinar si él quiere proveer más recursos. En caso de no tener más recursos disponibles, el PNUD podría reducir, suspender o rescindir la asistencia al programa/proyecto. Se debería incrementar el valor del balance de fondos, esto permitiría al proyecto cumplir con sus actividades de acuerdo con el donante.

Todas las cuentas y reportes financieros serán expresados en dólares de EE.UU. La tasa de cambio usada en cada caso, corresponderá a la tasa de cambio mensual establecida por Naciones Unidas en Colombia. Sin embargo, los pagos hechos a proveedores serán hechos en moneda local.

Si el importe total de entrada supera el monto total del presupuesto, será necesario revisar el presupuesto del proyecto, de acuerdo con las regulaciones del PNUD.

Los costes de funcionamiento incurridos durante el período de ejecución del proyecto (tales como oficinas, servicios, comunicaciones) y la provisión de equipos informáticos, muebles, impresión y fotocopiado también serán cubiertos por los fondos incluidos en el presupuesto del proyecto.

De acuerdo con la política de recuperación de costos del PNUD, los costos directos generados por la implementación de servicios de apoyo (ISS) se incorporarán en el presupuesto del proyecto de acuerdo con las tarifas estándar de los servicios establecidas en el documento UPL (Lista de precios Universal).

Los intereses se para la cuenta de SSN, y serán tenidos en cuenta y utilizados en el proyecto, y si no son requeridos, se retornarán a SSN.

6. Arreglos de auditoría

El Gobierno facilitará al Representante Residente los estados financieros certificados periódicos, y con una auditoría anual de los estados financieros relacionados a los fondos del PNUD (incluyendo todas las fuentes de los donantes), de acuerdo con los procedimientos establecidos que figuran en la programación y los manuales de finanzas. La auditoría se llevará a cabo por el auditor legalmente reconocido por el Gobierno, o por un auditor comercial contratado por el Gobierno. Las auditorías independientes se llevarán a cabo por una firma de auditoría debidamente calificada comercialmente para ser contratado por la Oficina del PNUD, y el proyecto debe asignar los recursos de este requisito.

Acuerdo en los derechos de propiedad intelectual y uso del logo en los entregables del proyecto

Para poder acordar un reconocimiento adecuado para cualquier donante y UNDP por concepto de proveer fondos, los logos de los donantes y de UNDP deben aparecer en todas las publicaciones, presentaciones, hardware, entro otros ítems del proyecto. Cualquier cita dentro de las publicaciones con respecto a este proyecto debe acordar un propio reconocimiento a UNDP y cualquier donante.

El PNUD y el Gobierno colombiano tendrán los derechos de toda la propiedad intelectual, y otros derechos de propiedad, incluso, pero no limitado sobre: las patentes, derechos de copia, y marcas registradas, relacionadas con productos, documentos u otro tipo de material, que sean contribuidos por el donante durante este proyecto, que posean una relación directa con este, o sean producidos, preparados o recolectados como consecuencia durante el curso o la ejecución del mismo. El gobierno tiene el derecho de utilizar los resultados en el país.

7. Inicio del proyecto

Un taller de iniciación del proyecto tendrá lugar dentro de los primeros dos meses de inicio del proyecto con aquellos que tengan roles asignados en la estructura de organización del proyecto, con la oficina de PNUD del país y otras partes interesadas. El taller es crucial para construir la propiedad de los resultados del proyecto, y planear el plan de trabajo para el primer año. El taller debe tratar una serie de asuntos cruciales dentro de los que se encuentran:

- Comprender los objetivos, resultados y actividades
- Asistir a todos los socios para comprender completamente la propiedad del proyecto. Detallar roles, soportar servicios y responsabilidades dentro de las estructuras de toma de decisiones del proyecto, incluyendo reportes, líneas de comunicación y mecanismos de resolución de conflictos. Los términos de referencia para el equipo del proyecto serán discutidos de Nuevo de ser necesario.
- Basados en el marco de resultados del proyecto, finalizar el plan de trabajo para el primer año. Repasar y acordar indicadores, objetivos y sus mecanismos de verificación así como revisar supuestos y riesgos
- Brindar un repaso detallado a los requerimientos de reportes, monitoreo y evaluación El plan de trabajo de monitoreo y evaluación y el presupuesto deben ser acordados y agendados.
- Discutir los procedimientos de reportes y obligaciones así como los arreglos para la auditoría anual.
- Planear y agendar las reuniones de la junta del proyecto. Los roles y responsabilidades de la toda la estructura de la organización y sus reuniones deben estar planeadas. La primera reunión de la junta debe ser en los primeros 12 meses posterior al taller inicial.

Un informe de taller de iniciación es un documento de referencia clave y debe ser preparado por el coordinador del proyecto y compartirlo con los participantes para formalizar acuerdos y planes decididos durante la reunión.

VI. MARCO DE SEGUIMIENTO Y EVALUACION

De acuerdo con las políticas de programación y procedimientos descritos en la Guía del usuario del PNUD, el proyecto será monitoreado a través de los siguientes informes y reportes:

Dentro del ciclo anual

- En términos trimestrales, una evaluación de la calidad deberá registrar el progreso hacia la consecución de los resultados, en base a criterios de calidad y métodos capturados en la tabla de Gestión de Calidad.
- Un registro de emisión será activado en Atlas y actualizado por el Administrador de proyectos para facilitar el seguimiento y resolución de posibles problemas o peticiones de cambio.
- Basado en el análisis de riesgo inicial presentado (ver anexo 1), un registro de riesgo se activará en el Atlas y será actualizado periódicamente luego de revisar el entorno externo que puede afectar la ejecución del proyecto.
- Con base en la información anterior registrada en Atlas, un informe de progreso del proyecto (PPR) será presentado por el director de proyecto a la Junta del Proyecto a través del Aseguramiento del Proyecto, utilizando el formato de informe estándar disponible en el Executive Snapshot.

- Un proyecto de Lección Aprendida de registro se activará y se presentará actualizado periódicamente para asegurar el aprendizaje continuo y la adaptación de la organización, y para facilitar la preparación del informe de lecciones aprendidas al final del proyecto.
- Un Cronograma de Monitoreo debe ser activado en Atlas y actualizado para hacer el seguimiento de las acciones de gestión claves.

Anualmente

- **Informe de revisión Anual.** Un informe de revisión anual será preparado por el Manager del Proyecto y compartido con la Junta de Proyecto. Como requisito mínimo, el informe de revisión anual consistirá en el formato estándar para el Atlas QPR cubriendo todo el año con información actualizada de cada elemento del QPR, así como un resumen de los resultados alcanzados en comparación con los objetivos anuales pre-definidos al nivel de resultados.
- **Revisión Anual de proyecto.** Basándose en el informe anterior, una revisión anual de los proyectos se llevará a cabo durante el cuarto trimestre del año, o poco después, para evaluar el desempeño del proyecto y evaluar el Plan Anual de Trabajo (AWP) para el año siguiente. En el último año, esta revisión realizará una evaluación final. Este reporte es impulsado por la Junta de Proyecto y puede involucrar a los interesados que así lo requieran. Se centrará en la medida con que se está avanzando hacia los productos, y que estos se mantengan alineados con los resultados apropiados.
- Sin embargo, el PNUD proveerá los siguientes reportes al Donante:
 - a. Informes trimestrales de avance: en los 10 primeros días de los meses de enero, abril, julio y octubre, o tal otra fecha que sea notificada con antelación por SSN, por escrito al PNUD. cada informe trimestral contendrá un análisis completo (en un formato acordado con SSN) de los avances en relación con los servicios en los cuatro trimestres anteriores, y
 - b. a más tardar 30 días antes de la expiración de este Acuerdo, un informe con un análisis completo (en un formato de acuerdo con SSN) de los avances en relación con los servicios durante toda la duración del presente Acuerdo;
 - c. SSN informará al PNUD sobre cualquier cambio en los requisitos de notificación del Grant Agreement, cuando se presenten.

Los informes mencionados en el párrafo anterior deberán incluir:

- a. una narrativa de progreso en relación con la prestación de los servicios, incluyendo una revisión del progreso medido con los indicadores clave de rendimiento y la línea de tiempo según lo previsto en el plan de trabajo y un análisis de las barreras para lograr con éxito la finalización de los servicios;
- b. un informe financiero a todos los donantes incluyendo a SSN con relación al gasto mostrando el presupuesto total del proyecto, todo el conjunto de las contribuciones de los donantes junto con SSN, los gastos contra el presupuesto y comprobantes para demostrar todos los gastos;
- c. un informe de todos los demás materiales financiados y los requisitos contractuales de terceros en relación con el proyecto.

VII. CONTEXTO LEGAL

Este documento de proyecto será el instrumento referido como tal en el artículo 1 del Acuerdo básico SBAA entre el Gobierno del país y el PNUD, firmado (a la fecha).

De acuerdo con el Artículo III del Acuerdo Básico Modelo de Asistencia, la responsabilidad de la seguridad de la agencia ejecutora y su personal y sus bienes, y de la propiedad del PNUD en la custodia de la agencia ejecutora, recae en el organismo de ejecución.

El organismo ejecutor deberá:

- a) poner en marcha un plan de seguridad adecuado y mantener el plan de seguridad, teniendo en cuenta la situación de seguridad en el país donde se desarrolla el proyecto realizado;
- b) asumir todos los riesgos y pasivos relacionados con la seguridad de la agencia ejecutora, y la plena aplicación del plan de seguridad.

El PNUD se reserva el derecho de verificar si dicho plan está en su lugar, y sugerir modificaciones al plan cuando sea necesario. La falta de mantener y aplicar un plan de seguridad adecuado como continuación requerido, se considerará un incumplimiento de este acuerdo.

El organismo ejecutor se compromete a realizar todos los esfuerzos razonables para asegurarse de que ninguno de los fondos del PNUD recibidos de conformidad con el Documento del Proyecto se utilizan para proporcionar apoyo a individuos o entidades asociadas con el terrorismo y que los beneficiarios de los montos proporcionados por el PNUD a continuación no aparecen en la lista mantenida por el Comité del Consejo de Seguridad establecido en virtud de la resolución 1267 (1999). La lista se puede acceder a través de:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

Esta disposición debe ser incluida en todos los contratos de sub-programas o sub-acuerdos celebrados en virtud de este proyecto.

VIII. ANEXOS

1. Tabla de riesgos del proyecto

Tipo de riesgos y descripción	Nivel	Acciones remediales
Información recopilada deficiente o insuficiente para desarrollar las curvas de abatimiento	Bajo	El MADS realizó un estudio profundo para escoger el grupo de investigación más adecuado para desarrollar las curvas de abatimiento. Adicionalmente, después de seleccionar a la Universidad de los Andes, se realizaron

fundamentales en el objetivo del proceso.		pruebas piloto en el sector industrial, para hacer los ajustes correspondientes y no repetir errores en los siguientes sectores
Nivel de información bajo acerca de la ECDCB para todos los actores involucrados en el proceso.	Bajo	Uno de los pilares de la ECDCB es publicitar la estrategia a los más altos niveles, dirigenciales y políticos del país, el lanzamiento se realizó en Presidencia a nivel ministerial. Así mismo las actividades del cronograma incluyen constantes reuniones de socialización a todos los sectores incluyendo la sociedad civil
Baja y nula cooperación por parte de los sectores productivos, debido a bajos incentivos para ellos	Medio	La estrategia desde su inicio se basa en un trabajo conjunto del gobierno con los implicados (sectores), la definición de la estrategia se construyó bajo la premisa de trabajo en equipo así como la priorización de resultados que redunden en el mayor beneficio posible para los sectores desde el punto de vista de financiación de nuevos proyectos, transferencia de tecnología, entrenamiento de personal en MRV y acceso futuro a mercados verdes
Incumplimiento de soporte económico por parte de los donantes para la formulación de la estrategia	Bajo	Colombia ha sido denominado como un "hot spot". Adicionalmente, la estructura de la estrategia está muy avanzada y hay un equipo diverso que soporta el desarrollo de las cooperaciones que ya se encuentran en un nivel medio y alto de avance para ser oficializadas
Baja presencia o ausencia de mecanismos financieros para desarrollar las acciones de mitigación	Medio	Existe incertidumbre en las negociaciones sobre recursos de mitigación, sin embargo muchos países han mostrado un gran interés por el tema
No apropiación de la estrategia en el Alto Nivel	Bajo	La actual ola invernal, ha levantado conciencia de la inminencia de cambio climático y específicamente, el Presidente, luego de la visita de AL Gore y la posible entrada al OECD ha mostrado su interés en el Crecimiento Verde

2. Términos de referencia para el personal del proyecto

COORDINADOR DEL PROYECTO

TÉRMINOS DE REFERENCIA

No. DEL PROYECTO	76188
TÍTULO DEL PROYECTO	Preparation of Colombia's Climate Change Capacity Building Project Proposal
TÍTULO DEL CARGO	Coordinador de proyecto de la estrategia colombiana de desarrollo bajo en carbono
DEDICACIÓN	Service contract
SEDE DE TRABAJO	Bogota
DURACIÓN DEL SERVICIO	12 meses con opción de renovación

1. JUSTIFICACION Y ANTECEDENTES

Colombia es signatario de la Convención Marco de las Naciones Unidas sobre Cambio Climático y del Protocolo de Kioto de esta Convención. Por los compromisos adquiridos en estas ha publicado dos Comunicaciones Nacionales que incluyen Inventarios de Gases de Efecto Invernadero (GEI) para cuatro años (1990, 1994, 2000 y 2004). El país también ha participado activamente en los mercados de carbono con un portafolio de 152 proyectos MDL, 24 de los cuales están registrados ante Naciones Unidas. La nación quiere contribuir al esfuerzo mundial de mitigación, desviándose de su trayectoria de emisiones Business as Usual (BAU), sin embargo no existe en el país un estudio que estime la línea base y proponga alternativas de reducción de emisiones. Por lo tanto, para encaminar al país en una senda de bajas emisiones, es necesario el desarrollo de un proyecto que contribuya a generar una ruta de crecimiento baja en emisiones de carbono.

El PNUD y la UE han hecho una alianza global que beneficiara aproximadamente a 10 países, uno de éstos Colombia, con el fin de desarrollar esas rutas de crecimiento bajo en carbono. Para que esta alianza sea efectiva, el gobierno colombiano conjuntamente con el PNUD ha decidido organizar las diferentes intervenciones alrededor de un proyecto que se ha denominado la Estrategia Colombiana de Desarrollo Bajo (ECDDB) en Carbono. Se espera que con la fase preparatoria del PNUD – UE se logre definir el marco de acción de dicha estrategia, la cual será una estrategia multidonante e interinstitucional. Para dar inicio a esta estrategia, se requiere contar con un coordinador de toda la estrategia, que articule las diferentes intervenciones y que ayude a encauzar, en particular, la propuesta de la UE-PNUD.

Objeto del contrato

Apoyar al MADS y al PNUD en la coordinación de la estrategia colombiana de desarrollo bajo en carbono, de forma tal que se articulen las diferentes iniciativas e instituciones que

actualmente aportan a dicha estrategia y apoyar la definición de la intervención que, en dicha estrategia, deberá ser promovida por la iniciativa del PNUD - UE.

Responsabilidades

El coordinador tendrá a su cargo, las siguientes responsabilidades de coordinación, de gestión del proyecto y administrativas:

Responsabilidades de coordinación:

1. Garantizar una estrecha relación de trabajo entre el PNUD, MADS y las otras partes interesadas en la construcción e implementación del la ECDBC.
2. Asegurarse de que el plan de trabajo que se proponga, articule los diferentes componentes de la ECDBC y que el mismo refleje claros resultados del proyecto y los indicadores de alcances. A futuro, el plan de trabajo servirá de guía para las actividades diarias y para la aplicación del documento del proyecto que resulte de esta primera fase e indicará las necesidades de coordinación con otros proyectos
3. Con apoyo del asistente administrativo gestionar y coordinar la logística de talleres y eventos.
4. Guiar y supervisar la labor de los consultores y subcontratistas y asegurar la correcta finalización de los planes de trabajo acordados.
5. Trabajar con los socios del proyecto para garantizar la cofinanciación a través de las contribuciones previstas en los términos acordados.
6. Garantizar que el proyecto sea ejecutado con la plena participación de las instituciones nacionales y locales pertinentes.
7. Promover la participación coordinada de las instituciones gubernamentales y organizaciones no gubernamentales, a nivel central y local, durante la ejecución del proyecto.
8. En coordinación con la OP del PNUD Promover oportunidades del proyecto de movilizar recursos financieros o en especie adicionales
9. Mantener al Comité Directivo del Proyecto informado del desarrollo del proyecto y coordinar la celebración de reuniones con todos sus miembros.
10. Coordinar la realización de las reuniones bipartita cuando se requiera
11. Coordinar las reuniones de comité directivo, preparar la agenda y el envío a tiempo de la documentación requerida.
12. Revisar y aprobar los borradores de acta de las reuniones celebradas en el marco del proyecto y gestionar sus firmas
13. Representar al proyecto en reuniones y otras actividades donde se requiera

Responsabilidades de gestión del proyecto

1. Preparar en coordinación con la oficina de país (OP) del PNUD y el MADS y bajo la supervisión del Comité Directivo del Proyecto los Planes Operativos Anuales de la ECDBC de acuerdo con el/los documento(s) de proyecto.
2. Preparar y presentar los informes trimestrales sobre los logros de la ECDBC, junto con los otros informes solicitados por la entidad ejecutora y el PNUD.
3. Coordinar las acciones de la ECDBC, de conformidad con los planes operativos anuales (POA) y el Presupuesto.
4. Supervisar y coordinar el trabajo para garantizar que los resultados de la ECDBC coincidan con el/los documento(s) del proyecto, el marco lógico y los indicadores de alcances.
5. Coordinar y preparar junto con el PNUD y el MADS, la elaboración de los informes obligatorios que hacen parte del proceso de monitoreo, evaluación y presupuesto del proyecto de acuerdo con los requisitos del(los) donante(s) especificados en el (los) Documento(s) de proyecto y/o cuando llegasen a solicitársele.
6. Facilitar la realización de las evaluaciones de término medio y final realizada por consultores independientes
7. Realizar el seguimiento periódico y continuo de los impactos de la ECDBC en relación con los resultados y actividades previstos en el(los) documentos de proyecto
8. Identificar los riesgos que podrían afectar el logro de los impactos previstos de la ECDBC y de cada una de sus propuestas de implementación, y la definición y aplicación de estrategias de mitigación correspondientes.
9. Asegurarse junto con el oficial de la oficina del PNUD que estos riesgos sean actualizados en el sistema ATLAS del PNUD
10. Entregar reporte de actividades a la OP del PNUD cuando sea requerido

Responsabilidades administrativas

1. Asegurar que el proyecto cumple con las políticas de las Naciones Unidas, en cuanto a regulaciones, procedimientos, requerimientos de reportes y los estándares éticos
2. Conocer los procedimientos administrativos establecidos por el PNUD y asegurar su correcta implementación tanto por parte del MADS como en la ejecución de actividades desarrolladas por los demás socios del proyecto que reciban recursos provenientes del PNUD-y demás donantes del proyecto
3. Asegurarse del correcto uso de los logos del PNUD, MADS y demás donantes de acuerdo con las instrucciones contenidas en el Documento de Proyecto
4. De acuerdo con las directrices del PNUD y en coordinación con la OP preparar los términos de referencia para los consultores contratados por el proyecto, supervisar y coordinar su trabajo, y revisar y aprobar sus productos.
5. Con el apoyo del equipo administrativo del proyecto, garantizar la ejecución eficiente y transparente de los recursos físicos y financieros, de conformidad con las normas del PNUD.

6. El/la Coordinador/a será responsable de manejar las finanzas del proyecto siguiendo las regulaciones del PNUD y de aprobar los informes administrativos y financieros, las comunicaciones externas así como supervisar los procedimientos de autorizaciones de viaje, contratación de personal, adquisiciones de equipos, bienes y servicios de todos los socios y miembros que participen en la ejecución del proyecto.

7. Controlar los costos, el balance presupuestal y garantizar que se cumplan los compromisos contraídos en el presupuesto del proyecto.

8. Asumir la responsabilidad general de las reuniones financieras, entregar los objetivos establecidos en los planes de trabajo anuales, presentar informes sobre los fondos del proyecto y llevar los registros relacionados.

Las demás funciones que le sean asignadas y sean afines a la naturaleza del cargo

Requisitos – perfil profesional

Título profesional en Ingeniería Industrial, Finanzas, Administración de empresas o Ingeniería Química .

Tres años de experiencia general en cargos en el área administrativa y de control de actividades o coordinación de proyectos.

Conocimientos en el área financiera de proyectos, control del presupuesto y costos asociados.

Muy buenas relaciones interpersonales y de comunicación, bilingüe (dominio del idioma inglés).

Interés por los temas del área ambiental como parte de las actividades a ejecutar

Experiencia en manejo de sistemas, especialmente los programas de Word, Excel y Power Point.

Se valorará conocimiento de los procedimientos administrativos del PNUD.

Sólo se evaluarán las aplicaciones que cumplan con todos los requisitos. Se llamará a entrevistas solamente a las personas seleccionadas por considerarse más adecuadas para el cargo.

Criterios que se evaluarán en la entrevista

Interés por la temática

Relaciones interpersonales

Manejo de situaciones de conflicto

Duración del contrato

Total 12 meses con posibilidad de renovación.

Ubicación

La sede de trabajo será Bogotá

Modalidad de contratación, valor y forma de pago

La modalidad de contratación será Service Contract. Los honorarios estarán en función de los méritos profesionales y la tabla de honorarios del PNUD. El PNUD no realiza retenciones y está exento del pago de IVA por servicios personales, de acuerdo con el Artículo 21 del Decreto 2076 de 1992.

ASESOR PROYECTO

TÉRMINOS DE REFERENCIA

No. DEL PROYECTO	76188
TÍTULO DEL PROYECTO	Preparation of Colombia's Climate Change Capacity Building Project Proposal
TÍTULO DEL CARGO	Asesor en crecimiento bajo en carbono con énfasis en procesos sectoriales y coordinación interinstitucional
DEDICACIÓN	Service contract
SEDE DE TRABAJO	Bogota
DURACIÓN DEL SERVICIO	12 meses con opción de renovación

1. JUSTIFICACION Y ANTECEDENTES

Colombia es signatario de la Convención Marco de las Naciones Unidas sobre Cambio Climático y del Protocolo de Kioto de esta Convención. Por los compromisos adquiridos en estas ha publicado dos Comunicaciones Nacionales que incluyen Inventarios de Gases de Efecto Invernadero (GEI) para cuatro años (1990, 1994, 2000 y 2004). El país también ha participado activamente en los mercados de carbono con un portafolio de 152 proyectos MDL, 24 de los cuales están registrados ante Naciones Unidas. La nación quiere contribuir al esfuerzo mundial de mitigación, desviándose de su trayectoria de emisiones Business as Usual (BAU), sin embargo no existe en el país un estudio que estime la línea base y proponga alternativas de reducción de emisiones. Por lo tanto, para encaminar al país en una senda de bajas emisiones, es necesario el desarrollo de un proyecto que contribuya a generar una ruta de crecimiento bajo en emisiones de carbono.

El PNUD y la UE han hecho una alianza global que beneficiara aproximadamente a 10 países, uno de éstos Colombia, con el fin de desarrollar esas rutas de crecimiento bajo en carbono. Para que esta alianza sea efectiva, el gobierno colombiano conjuntamente con el PNUD ha decidido organizar las diferentes intervenciones alrededor de un proyecto que se ha denominado la Estrategia Colombiana de Desarrollo Bajo (ECDDB) en Carbono. Se espera que con la fase preparatoria del PNUD – UE se logre definir el marco de acción de dicha estrategia, la cual será una estrategia multidonante e interinstitucional. Para dar inicio a esta estrategia, se requiere contar con una persona que apoye al coordinador del proyecto y al

formulador en aspectos técnicos de la estrategia y que sirva de enlace entre las instituciones participantes.

Objeto del contrato

Apoyar la formulación e implementación de la ECDBC desde el punto de vista sectorial y de coordinación interinstitucional con énfasis en energía, agricultura y vivienda, y apoyar la definición de los puntos de entrada de la iniciativa PNUD – UE.

Responsabilidades

Responsabilidades de coordinación:

1. Garantizar una estrecha relación de trabajo entre el PNUD, MADS y las otras partes interesadas.
2. Junto con el asistente administrativo y el coordinador, supervisar la adecuada ejecución de la ECDBC
3. Hacer los reportes e informes que se le soliciten en el marco de la implementación de la estrategia
4. Apoyar al coordinador del proyecto en la labor de gestionar y coordinar la logística de talleres y eventos.
5. Apoyar al coordinador, para guiar y supervisar la labor de los consultores y subcontratistas y asegurar la correcta finalización de los planes de trabajo acordados.
6. Promover la participación coordinada de las instituciones gubernamentales y organizaciones no gubernamentales, a nivel central y local, durante la ejecución del proyecto.
7. Apoyar al PNUD en el seguimiento de proyectos que se enmarquen en acciones relacionadas con la ECDBC e identificar vínculos y oportunidades
8. Apoyar al coordinador del proyecto en la preparación y presentación de los informes trimestrales sobre los logros del proyecto, junto con los otros informes solicitados por la entidad ejecutora y el PNUD.
9. Realizar el seguimiento periódico y continuo de los impactos del proyecto, en relación con los resultados y actividades previstos en el mismo.

Responsabilidades administrativas

1. Asegurar que el proyecto cumple con las políticas de las Naciones Unidas, en cuanto a regulaciones, procedimientos, requerimientos de reportes y los estándares éticos
2. Conocer los procedimientos administrativos establecidos por el PNUD y asegurar su correcta implementación
3. Con el apoyo del equipo administrativo del proyecto, garantizar la ejecución eficiente y transparente de los recursos físicos y financieros, de conformidad con las normas del PNUD .

4. Con ayuda del asistente administrativo/a, revisar todos los documentos de cada uno de los procesos realizados aplicando las normas y procedimientos del PNUD de adquisiciones y contrataciones

5. Con el apoyo del asistente administrativo, hacer seguimiento al trámite de solicitudes y requerimientos del proyecto

6 Las demás funciones que le sean asignadas y sean afines a la naturaleza del cargo

Requisitos – perfil profesional

Título profesional en Ingeniería Industrial, Finanzas, Administración de empresas o Ingeniería Química .

Mínimo un años de experiencia general en cargos en el área administrativa y de control de actividades o coordinación de proyectos.

Conocimientos sólidos en el área financiera de proyectos en control del presupuesto y costos asociados.

Muy buenas relaciones interpersonales y de comunicación, bilingüe (dominio del idioma inglés).

Experiencia en manejo de sistemas, especialmente los programas de Word, Excel y Power Point.

Se valorará conocimiento de los procedimientos administrativos del PNUD.

Sólo se evaluarán las aplicaciones que cumplan con todos los requisitos. Se llamará a entrevistas solamente a las personas seleccionadas que se consideren adecuadas para ocupar la posición.

Duración del contrato

Total 12 meses con posibilidad de renovación.

Ubicación

La sede de trabajo será Bogotá

Modalidad de contratación, valor y forma de pago

La modalidad de contratación será Service Contract. Los honorarios estarán en función de los méritos profesionales y la tabla de honorarios del PNUD. El PNUD no realiza retenciones y está exento del pago de IVA por servicios personales, de acuerdo con el Artículo 21 del Decreto 2076 de 1992.

3. Cooperante actuales y potenciales de la ECDBC

DONANTES ACTIVIDADES GENERALES DE LA ESTRATEGIA	USD
PNUD	856,000
MAPS	427,572
BID	390,000
WRI	90,000
BM-DNP	300,000
MADS	234,000
USAID Programa de políticas públicas	40,000
USAID LEDS	800,000
PMR-BM	350,000
UK	145,000
UNDP AGRICULTURE	80,000
UNEP RISOE	60,000
CCAP	NO SUMINISTRADO
GIZ	NO SUMINISTRADO
TOTAL	3'772.572

4. TORS Genéricos para manejo del proyecto (En Inglés)

Project Board

Overall responsibilities²: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards³ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Program Manager. Project reviews by this group are

² Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

³ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC⁴ meeting. For example, the Executive role can be held by a representative from the Government, the Senior Supplier role is held by a representative of UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

⁴ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress

- Organize and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project.

If warranted, some of this assurance responsibility may be delegated (see also the section below)

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;

- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties



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Evaluation

The evaluation policy of UNDP

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I. Introduction

1. The present document presents the revised policy of UNDP for evaluation, as approved in 2011. The purpose of the policy is to establish a common institutional basis for the UNDP evaluation function. The policy seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, and to support accountability. The policy also applies to UNDP and its associated funds and programmes – the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme. The policy will be subject to periodic independent review.

2. The policy responds to resolution 59/250 of 2004, in which the General Assembly required the systematic evaluation of United Nations system operational activities by assessing their impact on poverty eradication, economic growth and sustainable development of programme countries. It further mandates the United Nations system to promote national ownership and capacity development and to make system-wide progress in collaboration in evaluation. The policy draws from and is aligned with the norms and standards for evaluation in the United Nations system approved by the United Nations Evaluation Group (UNEG) in April 2005.

3. UNDP subscribes to the overarching United Nations goal of reducing extreme poverty and hunger by half by 2015. It supports the efforts of partner countries to achieve the Millennium Development Goals (MDGs) and other development results primarily through its role as a global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build better lives. While emphasizing national ownership and capacity development, UNDP helps countries develop and share solutions to challenges in key strategic development areas. As resident coordinator of United Nations operational activities at the country level, UNDP promotes effective coordination of United Nations system support to national priorities.

4. Evaluation in UNDP provides an objective assessment of contributions to development results, through assessing its programmes and operations, including advocacy, advisory services, knowledge management, technical assistance, coordination and partnerships. Evaluation addresses what works and why, as well as what does not work, and unintended outcomes. This will support accountability, inform decision-making and allow UNDP to better manage for development results.

5. Evaluation will improve learning and knowledge for development among UNDP and its partners. Engagement of all key stakeholders will enhance capacity for evaluation as well as its utility. The strengthening of knowledge-management systems, learning groups and communities of practice will increase access to knowledge and enhance knowledge-sharing, collaboration and innovation.

6. The present policy note establishes the guiding principles and norms; explains key evaluation concepts; outlines the main organizational roles and responsibilities; defines the types of evaluation covered; and identifies the key elements of a system for learning and knowledge management. It also outlines the capacity and resource requirements to enhance excellence in the development of an evaluation culture and a learning organization.

II. Guiding principles

7. The following are the key principles:

(a) **Human development and human rights.** Evaluation is guided by the people-centred approach of UNDP to development, which enhances capabilities, choices and rights for all men and women. Evaluation abides by universally shared values of equity, justice, gender equality and respect for diversity.

(b) **United Nations system coordination and global partnership.** Evaluation draws on and contributes to collaboration within the United Nations system to improve effectiveness and reduce transaction costs for development cooperation. UNDP advocates strengthened professional collaboration under the aegis of UNEG and country-level coordination in evaluation under the Resident Coordinator system. With the increasing engagement of UNDP in global initiatives and partnership programmes with other donors, non-governmental organizations and civil society, the conduct of joint evaluations enhances global partnership.

(c) **National ownership.** Evaluation should be guided by national priorities and concerns and should be conducted in alignment with national systems. It should be inclusive and take into account diverse national interests and values. Evaluation should strengthen partnerships with governments and key stakeholders. It should build the capacity of national institutions to implement, monitor and evaluate.

(d) **Managing for results.** Evaluation supports UNDP to manage for results by assessing the extent to which UNDP processes, products and services contribute effectively to development results affecting people's lives. Through this, evaluation highlights the need for quality in the design of programmes so that results are clear, measurable and can be monitored and evaluated. Through the generation of evidence, evaluation enables more informed management and decision-making for strategic planning and programming.

III. Norms

8. UNDP evaluations operate under norms based on the UNEG norms for evaluation in the United Nations system, as follows:

(a) **Independence.** The evaluation function should be structurally independent from the operational management and decision-making functions in the organization so that it is free from undue influence, more objective, and has full authority to submit reports directly to appropriate levels of decision-making. Management must not impose restrictions on the scope, content, comments and recommendations of evaluation reports. To avoid conflict of interest, evaluators must not be directly involved in policy-setting, design, implementation or management of the subject of the evaluation either before, during or after the evaluation.

(b) **Intentionality.** The rationale for an evaluation and the decisions to be based on it should be clear from the outset. The scope, design and plan of the evaluation should generate relevant, timely products that meet the needs of intended users.

(c) **Transparency.** Meaningful consultation with stakeholders is essential for the credibility and utility of the evaluation. Full information on evaluation design and methodology should be shared throughout the process to build confidence in the findings and understanding of their limitations in decision-making.

(d) **Ethics.** Evaluation should not reflect personal or sectoral interests. Evaluators must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings. In line with the Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender inequality.

(e) **Impartiality.** Removing bias and maximizing objectivity are critical for the credibility of the evaluation and its contribution to knowledge. Prerequisites for impartiality are: independence from management; objective design; valid measurement and analysis; and the rigorous use of appropriate benchmarks agreed upon beforehand by key stakeholders. In addition to being impartial, evaluation teams should include relevant expertise and be balanced in their gender and regional composition.

(f) **Quality.** All evaluations should meet minimum quality standards defined by the Evaluation Office. The key questions and areas for investigation should be clear, coherent and realistic. The plan for evaluation should be practical and cost effective. To ensure that the information generated is accurate and reliable, evaluation design, data collection and analysis should reflect professional standards, with due regard for any special circumstances or limitations reflecting the context of the evaluation. To ensure this, the professionalism of evaluators and their intellectual integrity in applying standard evaluation methods is critical. Evaluation findings and recommendations should be presented in a manner that will be readily understood by target audiences.

(g) **Timeliness.** Evaluations must be designed and completed in a timely fashion so as to address the specific purpose and objectives for which they were commissioned and ensure the usefulness of the findings and recommendations. Balancing technical and time requirements with practical realities while providing valid, reliable information is central to ensuring that the evaluation function supports management for results.

(h) **Utility.** Evaluation is a management discipline that seeks to provide information to be used for evidence-based decision-making. To enhance the usefulness of the findings and recommendations, key stakeholders should be engaged in various ways in the conduct of the evaluation. The scope, design and plan of the evaluation should generate relevant, timely products that meet the needs of intended users. The interpretation of findings should be grounded in the realities of the country and programme context, and the recommendations made should be practical and realistic.

IV. Key concepts

9. **Evaluation.** Evaluation is judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts, based on agreed criteria and benchmarks among key partners and stakeholders. It involves a rigorous, systematic and objective process in the design, analysis and interpretation of information to answer specific questions. It provides assessments of what works and why, highlights intended and unintended results, and provides strategic lessons to guide decision-makers and inform stakeholders.

10. **Monitoring and review.** Monitoring and review are distinct from evaluation. Monitoring is a continuous function providing managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and on the internal and external factors affecting results. Monitoring provides an early indication of the likelihood that expected results will be attained. It provides an opportunity to validate the programme theory and logic and to make necessary changes in programme activities and approaches. Information from systematic monitoring serves as a critical input to evaluation. Reviews are closely associated with monitoring and are periodic, often light assessments of the performance of an initiative and do not apply the due process or methodological rigour of evaluation.

11. **Audit is distinct from evaluation.** Audit is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It assesses and contributes to the improvement of governance, risk management and control processes in responding to risks regarding the reliability and integrity of financial and operational information; effectiveness and efficiency of operations; safeguarding of assets; and compliance with regulations, rules, policies and procedures.

Definition

12. **Development results are:**

(a) **Output:** Tangible product (including services) of an intervention that is directly attributable to the initiative. Outputs relate to the completion (rather than the conduct) of activities and are the type of results over which managers have most influence. An example of an output for a project for judicial reform is the number of judges trained and qualified.

(b) **Outcome:** Actual or intended changes in development conditions that an intervention(s) seeks to support. The contribution of several partners is usually required to achieve an outcome. When the same example is applied, an outcome is the improvement in the judicial process as evidenced by a reduction in the backlog of cases.

(c) **Impact:** Actual or intended changes in human development as measured by people's well-being. In this example, an impact is demonstrated by the fact that more people have access to justice and are better able to exercise their rights.

13. **Attribution:** The precise causal link to changes in development results flowing from an individual intervention. For example, the number of judges trained could be directly attributed to a specific intervention.

14. **Contribution:** The changes in development results that can be credibly linked to an intervention. Contribution implies a logical cause-and-effect relationship that points to the meaningful input of an intervention to the development result(s). For instance, improvement in the judicial process could result from the interventions of several actors working to train judges, improve administrative processes or bring about changes in legislative policy.

15. **Organizational effectiveness:** This refers to more direct, accountable and attributable measures of performance over which the organization has relatively more control or manageable interests.

16. **Development effectiveness:** This is the extent to which the intended development goals of a country are achieved through the agency of the government, civil society and development partners. Evaluation assesses the effectiveness of the

partners' contribution in enhancing the factors and conditions that enable countries to achieve their development goals.

V. Roles and responsibilities

17. All constituents of UNDP, including the Executive Board, have key and distinct roles and responsibilities in ensuring that evaluation supports learning and accountability. Working together, they contribute to a coherent and effective evaluation system. The evaluations conducted by UNDP fall into two categories: independent evaluations conducted by the Evaluation Office, and decentralized evaluations commissioned by programme units and conducted by independent external experts. Roles and responsibilities for each of these categories and for national evaluation capacity development are described below.

18. **The Executive Board of UNDP/UNFPA** is the custodian of the evaluation policy. The Executive Board:

- (a) Approves the evaluation policy and considers the annual reports on its implementation;
- (b) Ensures the independence of the evaluation function by:
 - (i) Approving annually the costed programme of work for the Evaluation Office;
 - (ii) Reviewing and advising on the appointment, renewal and dismissal of the Director of the Evaluation Office.
- (c) Requires management response and follow-up to all evaluations by UNDP;
- (d) Uses and draws on the findings and recommendations of evaluations for oversight and approval of corporate policy, strategy and programmes;
- (e) Reviews and approves the management responses to independent evaluations;
- (f) Requests periodically the Evaluation Office to commission an independent review of the evaluation policy.

A. Independent evaluations

19. **The Evaluation Office of UNDP** is the custodian of the evaluation function under the following aspects of evaluation. The Evaluation Office:

- (a) *Governance and accountability*
 - (i) Prepares and periodically reviews and updates UNDP policy for evaluation;
 - (ii) Submits annually its costed programme of work to the Executive Board;
 - (iii) Reports annually to the Executive Board on the function, compliance, coverage, quality, findings and follow-up to evaluations conducted by UNDP and its associated funds and programmes;
 - (iv) Maintains a system to make all evaluation reports, management response and the status of follow-up actions publicly accessible;
 - (v) Regularly alerts senior management to emerging evaluation-related issues of corporate significance, without taking part in decision-making.

(b) *Conduct of evaluations*

(i) Promotes national ownership and leadership of, and capacity development in evaluation through country-led and joint evaluations, while ensuring the independence, quality and utility of evaluation;

(ii) Develops annually the programme of work for independent evaluations, based on consultations with the Executive Board, senior management, the associated funds and programmes and other stakeholders, and in response to emerging issues that the Evaluation Office may identify;

(iii) Conducts thematic evaluations, programme evaluations such as the Assessment of Development Results (ADRs) at the country level, evaluations of global, regional, and South-South programmes, and other evaluations as required;

(iv) Ensures that independent evaluations provide strategic and representative coverage of UNDP programmes and results and are completed in a timely manner to feed into decision-making;

(v) Conducts independent evaluations in line with best international evaluation standards, including the UNEG norms and standards, Code of Conduct and Ethical Guidelines, and contributes to innovation in evaluation methodology and dissemination of good practices.

(c) *Partnership and knowledge management*

(i) Maintains a publicly accessible repository of evaluations;

(ii) Distils evaluation findings and lessons for dissemination in appropriate formats for targeted audiences;

(iii) Supports the development of learning groups and communities of practice in evaluation by establishing and supporting knowledge networks;

(iv) Engages in partnership with professional evaluation networks, including UNEG, the Development Assistance Committee Network on Evaluation, the Evaluation Cooperation Group of the multilateral development banks, and regional organizations to enhance quality and credibility.

(d) *United Nations reform*

(i) Ensures that evaluation in UNDP contributes to and remains consistent with United Nations policy and reforms;

(ii) Supports the harmonization of the evaluation function in the United Nations system;

(iii) Prioritizes joint evaluations with United Nations agencies;

(iv) Contributes evaluative evidence to system-wide evaluations;

(v) Contributes to the annual work programme of UNEG.

(e) *Management*

The Director of the Evaluation Office is accountable for:

(i) Managing the Evaluation Office budget, including contributions from partners;

(ii) Managing the recruitment of the Evaluation Office staff, in line with UNDP recruitment procedures and UNEG competencies for evaluators, taking the final decision on selection of staff.

20. **The Administrator of UNDP** is accountable for UNDP results, and:

(a) Safeguards the integrity of the evaluation function and its independence from operational management;

(b) Appoints, renews, and/or dismisses the Director of the Evaluation Office, in consultation with the Executive Board, in line with UNEG standards, and limits the term of appointment to four years, renewable once, and bars re-entry into the organization;

(c) Submits an annual report on the performance of the Director of the Evaluation Office to the Bureau of the Executive Board;

(d) Safeguards the independence of the Evaluation Office by ensuring that the Director has the final say on the contents of all evaluation reports issued by the Evaluation Office;

(e) Provides sufficient resources and capacity for evaluation in the organization, including resources for the Evaluation Office and independent evaluations such as global, regional and country programmes and thematic evaluations;

(f) Ensures that UNDP prepares a management response to independent evaluations that are submitted to the Executive Board;

(g) Ensures that senior management responds to and utilizes evaluation in their operational, strategic, policy and oversight functions and that appropriate follow-up to the findings and recommendations of independent evaluation is taken by the relevant units.

21. **The senior management of practice and policy bureaux, regional bureaux, and country offices:**

(a) Ensures the evaluability of programmes by identifying clear results, developing measurable indicators, and establishing performance targets and baseline information;

(b) Ensures the effective monitoring and decentralized evaluation of implementation and performance of programmes to generate relevant, timely information for the conduct of independent evaluations;

(c) Makes all requested and relevant information available to the independent evaluation team;

(d) Draws on evaluation findings to improve the quality of programmes, guide strategic decision-making on future programming and positioning, and share knowledge on development experience;

(e) Promotes organizational learning through analysis and application of evaluation findings across regions, themes and results areas, including through knowledge systems and products.

B. Decentralized evaluations

22. **The Administrator of UNDP** is accountable for UNDP results, and:

(a) Ensures compliance with the evaluation policy as integral to effective accountability across the organization;

(b) Provides sufficient resources and capacity for decentralized evaluations;

(c) Approves any revisions to evaluation plans attached to regional, global and thematic programmes:

(d) Ensures that UNDP prepares a management response to decentralized evaluations;

(e) Ensures that senior management responds to and utilizes decentralized evaluation in their operational, strategic, policy and oversight functions and that appropriate follow-up action to the findings and recommendations of decentralized evaluations is taken by the relevant units.

23. The senior management of practice and policy bureaux, regional bureaux and country offices that manage global, regional, country and thematic programmes:

(a) Ensures the evaluability of programmes by identifying clear results, developing measurable indicators, and establishing performance targets and baseline information;

(b) In collaboration with stakeholders and partners, ensures the effective monitoring of implementation and performance of programmes to generate relevant, timely information for management for results and evaluation;

(c) With partner governments and key stakeholders, develops a costed evaluation plan attached to programme documents. In the case of country offices, budgets the plan no later than at the time of adoption of the country programme action plan. Periodically reviews and updates the plan to ensure its relevance to national priorities;

(d) Establishes an appropriate institutional arrangement to manage evaluation;

(e) Ensures adequate resources for evaluation;

(f) Safeguards the independence of the evaluation process and product;

(g) Ensures the implementation of the evaluation plan in line with established quality standards, including the UNEG Norms and Standards, Code of Conduct, Ethical Guidelines and UNDP evaluation guidance;

(h) Advocates country-led and joint evaluations to promote national ownership and leadership of evaluation while ensuring the independence, quality and utility of evaluation;

(i) Makes all necessary information available to the evaluation team;

(j) Promotes joint evaluation work with the United Nations system and other partners, while ensuring accountability for the specific contributions of UNDP to development results. In the case of country offices, it contributes to the UNDAF evaluation;

(k) Prepares, in consultation with national partners, management responses to all evaluations, and ensures and tracks appropriate, timely implementation of the agreed evaluation recommendations;

(l) Draws on evaluation findings to improve the quality of programmes, guide strategic decision-making on future programming and positioning, and share knowledge on development experience;

(m) Ensures the transparency of and public access to all evaluation reports;

(n) Promotes organizational learning through analysis and application of evaluation findings across regions, themes and results areas, including through knowledge systems and products.

24. In their exercise of line oversight and support to evaluations commissioned by country offices, the **Directors of regional bureaux:**

(a) Ensure evaluability of country programmes, quality of evaluation plans and evaluation practices by country offices and the full implementation of costed evaluation plans;

(b) Support and guide country office capacity in evaluation, including establishing regional expertise and regional evaluation support systems;

(c) Review and clear revisions of evaluation plans attached to country programmes;

(d) Ensure effective use of evaluations for oversight.

25. The Evaluation Office:

(a) Sets evaluation standards for planning, conducting and using decentralized evaluations, and assesses the quality of evaluation reports;

(b) Disseminates methodology and good practice standards for evaluation management in UNDP;

(c) Provides a roster of evaluation experts;

(d) Supports a network of evaluation practitioners;

(e) Maintains a public depository of evaluation resources to facilitate sharing of evaluative knowledge.

Mandatory decentralized evaluations

26. UNDP ensures that planned evaluations assess its contribution to development results at the outcome level. These evaluations should together provide sufficient coverage of programmatic activities, address all outcomes in the programme document, and produce evaluative evidence to inform decision-making and support accountability and learning.

27. Mandatory decentralized evaluations are the evaluations that have been identified in the evaluation plan annexed to the global, regional, country and thematic and South-South programmes. A comprehensive and strategic evaluation plan should include an appropriate mix of outcome-level, project and thematic evaluations, including joint evaluations. Evaluations when required by a cost-sharing agreement or partnership protocol (e.g., Global Environment Facility) are mandatory, and should be included in the evaluation plan.

28. Evaluation plans are reviewed as part of the annual programme review process to ensure relevance of the planned evaluations. With the advance clearance by the regional bureau, the evaluation plans for country offices can be revised, with government agreement, for compelling reasons such as major changes in policy, programme or evaluation context. The Administrator approves any changes in the regional, global, thematic and South-South programme evaluation plans.

C. National evaluation capacity development

29. UNDP programme units promote and coordinate South-South and trilateral cooperation in support of capacity-building for evaluation at the country level by strengthening communities of practice in evaluation and maintaining regional rosters of evaluation experts and institutes in each region.

30. At the request of programme host Governments, UNDP provides support to national evaluation capacity development.

31. In collaboration with UNEG, the Evaluation Office supports national evaluation capacity development and provides a forum for discussion of evaluation issues confronting countries and enables participants to draw on recent and innovative experiences of other countries and facilitates the preparation of the ground for formulation of longer-term initiatives to strengthen national capacities for public policy evaluation through South-South and trilateral cooperation.

VI. United Nations Capital Development Fund and United Nations Volunteers programme

32. **Evaluation units of the associated funds and programmes** are the custodians of the evaluation function in their organizations, and for their fund or programme, respectively, they:

- (a) Periodically review and revise, as necessary, the evaluation policy;
- (b) Contribute to the development by the Evaluation Office of common evaluation quality standards and guidelines;
- (c) Support the elaboration of well-defined results frameworks to facilitate the evaluation of programmes and activities;
- (d) Submit to their senior management a biennial plan and budget for the evaluation unit;
- (e) Develop, in consultation with key stakeholders, an annual agenda of evaluations to be conducted;
- (f) Manage and conduct evaluations;
- (g) Ensure, whenever possible, joint evaluation work with the United Nations system and other partners;
- (h) Quality assure mandatory evaluations outsourced or managed by programme staff;
- (i) Ensure the maintenance of a publicly accessible repository of evaluations;
- (j) Ensure the dissemination of evaluation findings and lessons in appropriate formats for targeted audiences, and promote their consideration in decision-making and for learning;
- (k) Track management response and follow-up to agreed evaluation recommendations;
- (l) Alert their senior management to evaluation-related issues of corporate significance;
- (m) Provide input to the annual report on evaluation to the Executive Board;
- (n) Contribute to developing evaluation capacity;
- (o) Ensure consistency with United Nations policy and reforms, and contribute to improving evaluation collaboration, quality and usefulness, including through participation in UNEG.

33. **Mandatory evaluation criteria for UNCDF** are:

- (a) At least one strategic or thematic assessment per year in response to corporate priorities;

(b) Mid-term or final evaluations of selected projects in critical areas of relevance to the two UNCDF practice areas of local development and inclusive finance;

(c) Project evaluations when required by a partnership protocol;

(d) Participation in evaluations of joint programmes as required by approved joint programme documents.

34. Mandatory evaluations for UNV are:

(a) One strategic or thematic assessment per year in response to demands identified during a corporate consultative process;

(b) Mid-term or final evaluations of selected projects and initiatives financed from the Special Voluntary Fund, in critical areas and/or areas where there is a need to learn about the contribution of volunteerism to peace and development;

(c) Project evaluations when required by a partnership protocol;

(d) Participation in evaluations of joint programmes when required by the programme design.

VII. Use of evaluation findings and recommendations

35. All evaluations will have a management response that should be systematically implemented by UNDP. The Evaluation Office maintains a system to track management responses to evaluations. The status of follow-up actions should be updated by management in the tracking system. The Evaluation Office periodically briefs those with oversight function on the status of follow-up to evaluation recommendations and implementation of management responses, and alerts senior management to any areas of concern.

36. All UNDP evaluation reports are made public. The Director of the Evaluation Office is responsible for authorizing the dissemination of independent evaluation reports and related material. Resident representatives, regional bureau directors, and directors of practice and policy bureaux are required to disclose all evaluations commissioned by their respective units.

37. To facilitate wider use and dissemination of evaluation findings, the executive summary of all independent evaluations are translated into the three working languages of UNDP. The Evaluation Office is responsible for a communication and outreach programme to expand the effective use of independent evaluation findings and the development of a learning community. Country offices are encouraged to translate a summary of evaluations into local languages and use other means in order to inform stakeholders of findings and for learning.

38. As a learning and knowledge-based organization, UNDP ensures that constituents of the organization draw lessons from evaluations and internalize evaluative knowledge in programming and knowledge-sharing efforts. Lessons from evaluation should not be limited to the immediate subject matter of evaluation and should be shared across countries, regions and focus areas in which UNDP works. Knowledge generated from UNDP evaluation should be useful to national and international partners in development and contribute to global policy debate and innovation in development.

Annex I

Types of evaluation

Independent evaluations

Thematic evaluations assess UNDP performance in areas that are critical to ensuring sustained contributions to development results in the context of emerging development issues and changing priorities at the global and regional levels. Thematic evaluations may cover, for example, UNDP policies, focus and results areas, partnerships, programmatic approaches, cooperation modalities, or business models.

Global, regional and South-South programme evaluations assess the performance and intended and achieved results of those programmes. They are intended to reinforce the substantive accountability of UNDP to the Executive Board, and will be timed to contribute to the preparation and approval of the next programme.

Assessments of Development Results (ADRs) assess the attainment of intended and achieved results as well as UNDP contributions to development results at the country level. Their scope includes, but is not necessarily confined to, UNDP responsiveness and alignment to country challenges and priorities; strategic positioning; use of comparative advantage; and engagement with partners. The number and selection of countries, and the timing of these evaluations, will be determined to ensure coverage and to allow findings and recommendations to feed into the preparation of the subsequent programme. Wherever possible, these evaluations will be conducted jointly or at a minimum, in coordination with other United Nations organizations.

Decentralized evaluations

UNDAF evaluations focus on UNDAF outcomes, their contributions to national priorities and the coherence of United Nations Country Team support. The UNDAF evaluation is timed to provide inputs to the preparation of the next UNDAF, country programmes and projects by individual agencies. The UNDAF evaluations take place at the beginning of the penultimate year of the programme cycle and build on UNDAF annual reviews, as well as major studies and evaluations that have been completed by individual agencies.

Global, regional and country programme evaluations assess UNDP attainment of intended results and contributions to development results and outcomes as outlined in the respective programmes. The evaluation examines key issues such as UNDP effectiveness in delivering and influencing the achievement of development results and UNDP strategic positioning.

Outcome evaluations address the short-term, medium-term and long-term results of a programme or cluster of related UNDP projects. They include an assessment of the effectiveness, efficiency, sustainability and relevance of the programme against their own objectives, their combined contribution, and the contribution of external factors and actors. Outcome evaluations also examine unintended effects of the programme or projects. Rather than being ad hoc, the selection of the programme or project cluster to be evaluated should be guided by strategic decisions made by the programme unit, in line with the evaluation plan. This decision should be informed by agreements with national government and key stakeholders and partnership requirements, with attention to utility and linkage with strategic and programmatic evaluations.

Thematic evaluations assess UNDP performance in areas that are critical to ensuring a sustained contribution to development results in the context of emerging development issues and changing priorities in a given context that is pertinent to a UNDP programme unit. Thematic evaluations may cover, for example, UNDP results and focus areas, cross-cutting issues such as gender and capacity development, partnerships, programmatic approaches, cooperation modalities, or business models.

Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Projects can be evaluated during the time of implementation, at the end of implementation (terminal evaluation), or after a period of time after the project has ended (post- evaluation). Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers. Additionally, project evaluation provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and ADRs, and for distilling lessons from experience for learning and sharing knowledge.

Evaluations in UNV and UNCDF

Strategic and thematic evaluations provide a basis for developing forward-looking strategies for organizational effectiveness and core thematic programme areas. They involve reviews of past experience to identify strengths and gaps in the approach and results relating to a particular aspect of the organization and its approach, or to a thematic programme area. They may also include a review of the global trends and partner practices in the organizational or thematic area to determine whether approaches and interventions are relevant. Strategic and thematic evaluations are undertaken by UNCDF and UNV.

Programme and project evaluations can focus on evaluating performance mid-way through and at the end of the programme cycle. They assess the specific contributions, efficiency, effectiveness, relevance and sustainability of interventions, as well as strategic positioning and partnerships. Programme and project evaluations are undertaken by UNCDF and UNV.

Joint evaluations

Joint evaluations are one modality of carrying out an evaluation to which different partners contribute. Any evaluation can be conducted as a joint evaluation; there are various degrees of "jointness", depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. There is often a steering group that oversees the process and a smaller management group to ensure that implementation goes smoothly. Increasingly, joint evaluations are pursued as a preferred option in UNDP while maintaining accountability for its own contribution to results. At the country level, UNDAF evaluations are carried out jointly by United Nations agencies.

**Annex III
Management response template**

Key recommendations and management response

Evaluation recommendation 1.				
Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1				
1.2				
1.3				

Evaluation recommendation 2.				
Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
2.1				
2.2				
2.3				

Evaluation recommendation 3.				
Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
3.1				
3.2				
3.3				

* Status of implementation is tracked electronically in the [Evaluation Resource Centre database](#).



Annual Work Plan

Colombia - Bogota

Award Id: 00066076

Award Title: MAPS- Alternativas de desarrollo bajo carbono

Year: 2012

Report Date: 5/21/2012

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00082340	MAPS- Alternativas de desarro	01. ESCENARIOS DE REFERENCIA			COL-MINISTERIO DEL MEDIO AM	30000	SSN	75700	Training, Workshops and Confer	6,000.00
						30000	SSN	72800	Information Technology Equipm	15,000.00
						30000	SSN	75100	Facilities & Administration	2,450.00
						30000	SSN	71600	Travel	6,000.00
		02. IMAGEN DE ESTRATEGIA			COL-MINISTERIO DEL MEDIO AM	30000	SSN	71200	International Consultants	8,000.00
						30000	SSN	73100	Rental & Maintenance-Premises	48,000.00
						30000	SSN	71400	Contractual Services - Individ	18,000.00
						30000	SSN	71300	Local Consultants	36,500.00
		03. FORTALECI. INSTITUCIONAL			COL-MINISTERIO DEL MEDIO AM	30000	SSN	75100	Facilities & Administration	10,395.00
						30000	SSN	72700	Hospitality/Catering	26,500.00
						30000	SSN	72500	Supplies	19,500.00
						30000	SSN	71300	Local Consultants	20,000.00
		04. Coordinacion Proyecto FORTALECIMIENTO INSTITUCIONAL			COL-MINISTERIO DEL MEDIO AM	30000	SSN	72700	Hospitality/Catering	5,000.00
						30000	SSN	74200	Audio Visual&Print Prod Costs	5,000.00
						30000	SSN	71600	Travel	10,000.00
						30000	SSN	75100	Facilities & Administration	3,990.00
TOTAL	GRAND TOTAL				COL-MINISTERIO DEL MEDIO AM	30000	SSN	75100	Contractual Services - Individ	17,000.00
						30000	SSN	71400	Facilities & Administration	5,460.00
						30000	SSN	71400	Contractual Services - Individ	78,000.00
										340,795.00
										340,795.00



Annual Work Plan

Colombia - Bogota

Award Id: 00066076

Report Date: 5/21/2012

Award Title: MAPS- Alternativas de desarrollo bajo carbono

Year: 2013

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			
			Start	End		Fund	Donor	Budget Descr	Amount US\$
00082340	MAPS- Alternativas de desarro	02. IMAGEN DE ESTRATEGIA			COL-MINISTERIO DEL MEDIO AM	30000	SSN	75100 Facilities & Administration	35.00
		03. FORTALECI. INSTITUC			COL-MINISTERIO DEL MEDIO AM	30000	SSN	71400 Contractual Services - Individ	500.00
		04.Coordinacion Proyecto F			COL-MINISTERIO DEL MEDIO AM	30000	SSN	71600 Travel	5.000.00
					COL-MINISTERIO DEL MEDIO AM	30000	SSN	75100 Facilities & Administration	350.00
					COL-MINISTERIO DEL MEDIO AM	30000	SSN	71400 Contractual Services - Individ	75.600.00
					COL-MINISTERIO DEL MEDIO AM	30000	SSN	75100 Facilities & Administration	5.292.00
TOTAL									86.777.00
GRAND TOTAL									86.777.00

Project Document Format for non-CPAP Countries or Projects outside a CPAP

United Nations Development Programme

Country: Colombia

Project Document

Project Title: National Joint Assessment Project for Low Carbon Development Alternatives – MAPS

UNDAF Outcome(s): National, regional and local capacities strengthened for integral management, guaranteeing sustainable development

Expected CP Outcome(s): National capacities are strengthened to promote environmental sustainability, to develop economic development strategies that consider the future GHG emissions and the path towards a carbon efficient economy

Expected Output(s): Reference scenarios for each sector, mitigation options curves defined by sector, and intersectoral agreements on the diagnosis and the analytical basis of options for low carbon economic development.

Implementing Partner: Ministry of Environment and Sustainable Development.

Executing Entity: UNDP

Brief Description

The Colombian government started an initiative to develop a National Strategy to reduce Greenhouse Gases emissions. This initiative is being implemented in several phases and across the productive sectors in the country, under the coordination of the Climate Change Division from Ministry of Environment and Sustainable Development.

The objective of the Project is to begin a collective, comprehensive analysis based on scientific results obtained by sectoral leaders, on development alternatives and their impact on the economy and climate change, which will be useful as an input to the Colombian Low Carbon Development Strategy. Is expected to have identified and evaluated jointly with sectors, alternatives and opportunities in low carbon development, an strengthen in capacities for public and private sector representatives in order to implement the CLCDS and the development of communication channels for socialization of information and coordination of cooperation for CLCDS implementation.

Programme Period:	2011 - 2015
Key Result Area (Strategic Plan)	Poverty and sustainable development
Atlas Award ID:	00066076
Project ID:	00082340
Start date:	May 2012
End Date	Feb 2014
PAC Meeting Date	_____
Management Arrangements	NIM

Total resources required	USD 427.572
FIRST YEAR	
Total allocated resources (First Year)	USD 340.795
Total allocated resources (Second Year)	USD 86.777
• Regular	_____
• Other:	
• SouthSouthNorth	USD 340.795 (First year)
• SouthSouthNorth	USD 86.777 (Second year)
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
Unfunded budget:	_____

Agreed by MADS:

Frank Pearl

Minister of Environment and Sustainable Development

D/M/Y

Agreed by UNDP:

Bruno Moro

Resident Representative

D/M/Y

ACRONIMS

MADS:	Ministry of Environment and Sustainable Development
GHG:	Green House Gases
UNDP:	United Nations Development Programme
UNDAF:	United Nations Development Assistance Framework
CPAP:	Country Program Annual Plan
COP:	Conference of the Parties
GMCC:	Climate Change Mitigation Group
BID:	Interamerican Development Bank
FONADE:	Development Projects Financial Fund
MRV:	Monitoring, Report and Verification
PMR:	Partnership Market Readiness
WB:	World Bank
UE:	European Union

I. SITUATION ANALYSIS

1. International context that frames the initiative

Colombia has signed the United Nations Framework Convention on Climate Change and its Kyoto Protocol. In accordance with the commitments it has acquired in these agreements, it has published two National Communications that include Green House Gas (GHG) inventories for four years (1990, 1994, 2000 and 2004). The country has also actively participated in the carbon markets with a portfolio of 152 Clean Development Mechanism (CDM) projects, 38 of which are registered by United Nations.

The United Nations Development Program (UNDP) is committed to national capacity building to develop Low Carbon Development Strategies (LCDS). The support will include assistance in the design of sectorial mitigation strategies, which will be supported by monitoring, reporting and verification (MRV) systems, taking into account national development priorities. The UNDP strategy includes:

- Strengthening of national GHG inventory systems
- Developing appropriate mitigation actions and low emission strategies
- Strengthening the private sector's participation in climate change actions

According to the achievements and advances reached in the Conference of the Parties in Cancun (Mexico) – COP 16, it is necessary to underline that one of the agreements in the financial area, is that developed countries would commit with the contribution of 100 billion dollars a year for the period between 2012-2020. These funds will be assigned in an equitable manner for mitigation and adaptation projects. The roadmap established since COP 15 (Copenhagen) highlights the support for emerging country economies that follow low carbon development guidelines. Taking into account the results of the last two COPs, the Colombian Low Carbon Development Strategy (CLCDS), will allow the country to have a more robust policy that supports access to these funds and to future international market mechanisms.

COP 16 also defined the building blocks needed to keep advancing towards the objectives of the Convention, and at the same time recognized that the agreements and commitments reached so far in terms of climate change mitigation are insufficient. This shows the acceptance of the international community to advance towards emission reduction commitments. The strategy becomes more relevant because it addresses this global need and makes a contribution towards that insufficiency of the current GHG emission reduction, taking into account that commitments for developing countries are different from those of developed countries.

In Cancun, a long-term vision was established which recognizes that emissions should be reduced in order to stop the global temperature rise. Additionally, it agrees to establish an emission reduction global goal for the year 2050 in the next COP, including the schedule for

the peaking of GHG emissions as soon as possible (clarifying that industrialized countries will peak sooner than developing countries). Through the development of the Strategy, Colombia takes the lead in search of reaching emission reductions in comparison with its Business as Usual (BAU), even though its responsibility as a developing country is less than that of developed countries. In the same way, two of the main components of the Strategy are perfectly framed in the advances of COP 16 and the building blocks of the Bali Action Plan; technology transfer, and capacity building. For the first, the CLCDS proposes to generate training opportunities with experts in low carbon technologies and process efficiency for the different sectors. For the second objective, there will be training for identification, design, implementation and monitoring of mitigation actions in the country's productive sectors. The Low Carbon Development Strategy formulation process includes a first phase of analysis and construction of abatement cost curves, as well as a process for inter-sectorial validation of their results, with the aim of considering different development alternatives for the sectors.

2. National Context

Colombia wants to contribute to the global mitigation effort, deviating from its emissions Business as Usual (BAU) trajectory, however, the country does not have a national-scope study that estimates its baseline and proposes emission reduction alternatives. The only similar study available is one for the energy sector, and the work done for the industrial sector within the Colombian Low Carbon Development Strategy (CLCDS) that is presented below. For this reason, in order to guide the country to a low carbon path, it is necessary to calculate BAU curves for all sectors, evaluate measures and projects that reduce emissions, and finally incorporate them in a strategic plan for their implementation in each sector.

On August 7th, 2010, a new government period started with the election of President Juan Manuel Santos, after two consecutive terms of Government of President Alvaro Uribe Velez. The new Government plan contained in the "Bases for the National Development Plan 2010-2014: Prosperity for Everyone" document, preserves the democratic security policy of the Uribe Government, but expands its objective with the aim to "make a great jump of social progress, achieve a regional economic dynamism that allows for sustainable development and sustained development, more formal employment and less poverty, and, definitively more prosperity for all the population". During february of 2011, the government sent the document containing the basis for the National Development Plan to Congress to be officially adopted by 1450 Law of 2011, towards the end of the first semester of this year, after going through an inclusive stakeholder consultation process.

Its three lines of action are:

- Sustainable growth and competitiveness
- Social prosperity and equal opportunities
- Safety, justice, and human rights

These actions are taken within four strategic axis; environmental sustainability, innovation, good governance, the fight against corruption, and international positioning and inclusion.

Within the lines of action, strategies that are contained in the Basis for the National Development Plan and are related with climate change mitigation are identified as follows:

Mining and Electric Sector:

The Basis for the National Development Plan 2010-2014 contains a chapter related to energy composition and efficiency. Almost all the strategies proposed for fuel management and energy efficiency have a relationship with mitigation measures or increase in national levels of energy efficiency.

The main strategies that will have an impact on emission reductions are:

- Implement informational and promotional campaigns for efficient fuel use, as well as the benefits of using public transport systems;
- Promote the use of electrical vehicles, hybrids or gas-fueled vehicles; in particular for mass transport systems.
- Generate the rules and strategies that will bring about the renewal of the automotive pool.
- Carry out a revision of recent advancements in the bio-fuel mixture program analyzing the viability and efficiency of increasing the percentages of said mixtures.
- Creation of follow-up strategies or audit for industrial or commercial sectors in URE programs implementation, such as the substitution of conventional motors for more efficient ones.
- Promoting of energy-saving measures such as the substitution of conventional light bulbs, the use of ring stoves and efficient electrical appliances.
- Allow the use of GLP as fuel for vehicles and expand its use in the petrol-chemical industry.
- Foment added value alternatives for the use of carbon such as its transformation for the production of liquid fuels.

Transport Sector

There is a specific section in the Infrastructure and Transport chapter of the National Development Plan Bases called "environmental sustainability and climate change mitigation strategies" in which the Ministry of Transport commits to present a project to the GEF to encourage the definition of strategies and actions that support the reduction of emissions in the sector; these strategies include promoting the use of clean fuels and the use of low emission vehicle technologies, as well as the use of more efficient means of transport in terms of emissions, such as rail road and fluvial transport. It also states that presenting the strategies as NAMAs (Appropriate national mitigation measures) is a way to look for international cooperation for funding, and that accessing to international climate investment funds is also desirable.

Environmental Sector

The Environmental Sustainability section of the plan is where most of the environmental and Disaster Risk subjects are dealt with; this is where goals and strategies regarding environmental change are stated.

Clearly stated strategies for environmental change include:

“To control deforestation and forest degradation, forestry programs are to be formulated and used as strategies in order to ensure preservation and sustainable use by a) formulating the national REDD strategy including its co-benefits, which allows the economical growth of communities and ethnical groups as they access the global carbon market; b) promote the implementation of the inter-sectoral pact for legal wood, c) formulating and implementing the social co-responsibility strategy in the struggle against forest fires.” (National Planning Department , 2010)

According to Law 1450 of 2011, the 217 article states: “formulation of the National climate change Adaptation Plan”. The National Climate Change Adaptation Plan will be coordinated by the National Planning Department with support from the Ministry of Environment and sustainable Development, or whoever is in charge of its functions.

National public entities must include a Climate Change adaptation strategy in their sectorial Plans, which must be in accordance with the methods defined by the DNP, the Ministry of Environment and Sustainable Development, and the IDEAM; the plan must be revised by these entities before it is authorized by CONPES. The Ministry of Environment and Sustainable Development must give support to territorial entities that might require it while developing their territorial adaptation plans.

In the same way, the CLCDS is a leading Project of today’s government, which promotes the decrease of GHG in comparison with an economical growth scenario free of restrictions and mitigation efforts (maintaining today’s economical growth tendencies and objectives).

With the objective of reducing vulnerability to the impacts of climate change, preparing the country for adaptation to climate change, and taking advantage of the opportunities presented within the international frame, the Plan also states the following mandates:

- 1. Implement the National Policy for Climate Change.*
- 2. Create the National Climate Change System, which will strengthen the management of climate change information, and financial management in order to meet and carry out projects and programs for mitigation and adaptation.*
- 3. Identify and prioritize measures for adaptation to climate change based on the analysis of vulnerability in the National Adaptation Plan framework, building upon a financial strategy that takes into account both national and international cooperation funds.*
- 4. Strengthen the production of information for sectoral and territorial vulnerability analysis.*
- 5. Design, together with the regions and sectors, a low carbon development strategy which includes the reduction of GHG emissions from deforestation which, when avoided, will allow the country to access: favorable low cost funds, appropriate technology transference, and participation in carbon market and mitigation funds mechanisms.*

6. Identify and evaluate commercial barriers associated to productive activities, products and services with a high carbon imprint, and business opportunities generated by competitive advantages of carbon intensity.

On the other hand, the document identifies actions, which tend to reduce the effects of greenhouse gas emissions; these are listed as follows:

- Promote the production of cleaner fuels
- Develop incentive policies for importing and producing vehicles, which use cleaner technologies (gas, hybrids, and electric), with a previous assessment of its impact on taxes, as well as promote the physical disintegration of vehicles.
- Establish actions to reduce energy intensity (total national consumption of energy/PIB)
- Promote the use of alternative energy sources (solar, eolian, geothermic, among others)
- The development of the housing sector and of friendly cities will be an instrument to promote reduction and mitigation of the effects of climate change, and energy efficiency in homes.

3. Legal and Institutional framework that supports initiative

Colombia ratified the United Nations Convention Framework on Climate Change through law 164 of 1994, and the Kyoto Protocol through law 629 of 2000. The United Nations Convention Framework establishes the obligation to carefully study the measures that will be necessary to adopt in accordance with the convention, to tend to developing countries' specific needs and doubts. In its article 1 it states b) the commitment of the parties to formulate, apply, publish and regularly update national and, when necessary, regional plans which contain measures focused on climate change mitigation, taking into account human emissions from the sources and absorption by all the drains of all the greenhouse gases not controlled by the Montreal Protocol, and measures to facilitate adaptation to climate change.

In addition, according to the document titled "Bases for the National Development Plan 2010 – 2014" of the National Planning Department, Colombia should have: 1) a working National Policy for Climate Change; 2) a National System for Climate change already created; 3) a National Plan for adaptation to Climate Change already formulated with its respective financial strategy; 4) a Colombian strategy for low carbon development, formulated and working through sectoral plans for mitigation.

In 2001 Colombia presented the First National Communication before the Convention; it showed the first advancements with regards to assessing its vulnerability, possible adaptation measures, and the GHG national inventory for 1990 and 1994. In 2010, Colombia published the Second National Communication, which includes the GHG national inventory for 2000 and 2004. Both of these were coordinated and produced by the IDEAM, Colombia's national hydrology and meteorology institute.

In 2002, the Ministry of Environment and the National Planning Department produced Climate Change Policy Guidelines on a global scale; these outlined the main strategies for mitigation and adaptation to the phenomenon in the framework of the CMNUCC, of the Kyoto Protocol and the First National Communication on Climate Change.

The CONPES document "Institutional Strategy for the Articulation of Policies and Actions for the Subject of Climate Change in Colombia", aims to promote and facilitate policies, plans, programs, incentives and projects for climate change, achieving the inclusion of climate as determinant for designing and planning development projects, through the configuration of an inter-sectorial articulation outline. This outline must permeate the current social and economical development model at all levels and in all institutions. It must also be analyzed by the highest levels of decision makers in each of the sectors and communities.

Its institutional strategy will be the creation of a National System for Climate Change which will be in charge of coordinating, harmonizing, and guaranteeing the complementarity of several institutions and actors both public and private, local and national, taking into account its international relationships.

The National Policy for Climate Change will have three strategies:

1. National Plan for Adaptation to Climate Change - NPACC
2. Colombian Strategy for Low Carbon Development - CLCDS
3. National Strategy for Emission Reduction from Deforestation and Degradation – NSREDD+

The Colombian Strategy for Low Carbon Development will be formulated by the Sectorial Subcommittee the National Climate Change System, made up of representatives from the Ministries who will form interdisciplinary work groups to study, analyze and coordinate information, advice and mandates related to the project; it must also guarantee the participation of the private sector.

II. STRATEGY

1. International cooperation directly related to the project

The Climate Change Mitigation Division of the Ministry of Environment and Sustainable development is coordinating with other government agencies, the academy and the private sector, the design and implementation of the CLCDS. This is a tool which will help the country identify the potential for reducing GHG emissions with regards to the BAU tendency at a sectorial level, as well as the appropriate measures and projects which the productive sectors should carry out without affecting the Colombian economy's growth in the long run. Because this is a new subject for most sectors it is necessary to develop capacity in government entities and private organizations. This capacity building will help the elaboration of abatement cost curves which will reflect the nation's reality in terms of emissions BAUs, as well as realistic projections which, after the alternatives have been identified, can be used to prioritize the most cost-effective actions. This prioritization will be the result of studies and feasibility and cost-benefit analysis, which show the impact of the measures or actions in social, economic, cultural and environmental development also. Afterwards it will be necessary to take it all from paper into reality by applying prioritized policies, programs, actions and projects which will be communicated effectively to Colombian society. The analysis horizon for the study is the year 2040, which is why the resulting actions will have an impact on the country's long term development.

Within the framework of the CLCDS it is very important to point out that there will be several sources of funding from different institutions and countries which will be managed by different organizations, but all coordinated by the MADS's Climate Change Department to ensure that there is no replication of funds and efforts. Funds will be distributed according to the donor's interests and the priorities defined by the MADS (actions which are not funded yet but part of the ECDBC design). This specific Project with UNDP, is important because, in addition to the substantial achievements which are expected as far as the low carbon development strategy goes, it has allowed the MADS to start a mapping process of the cooperation to avoid duplication.

This mapping is being used as an example of international coordination and fund boosting in several international forums; it could also be the articulating axis for future cooperation on the matter, coming from different sources. It starts with support from the SSN but it is expected that cooperation from UNDP-UE will soon be articulated around the Project; this future intervention is being defined thanks to an initiation plan, which is about to begin. The CLCDS has been launched in the Republic's Presidency before the high level committee in January of the past year and an activity schedule has been carefully programmed so as to avoid activity overlaps according to the objective of the cooperation of each of the sources and donors.

A description of the international cooperation related to the project is provided below:

MAPS

MAPS is a program that supports developments plans which are compatible with climate in developing countries selected because of their present or future high emission levels. It is

characteristic because it has a high ambition with regards to mitigation accompanied by a focus on the development of low carbon economies and societies.

Its objectives are:

- Promote activities directed to planning processes regarding mitigation scenarios based on research and modeling accompanied by the processes of sectoral and national leaders.
- Strengthening of SOUTH-SOUTH collaboration
- Compile a better practice in constant evolution through Knowledge Management, boosting climate change actions in selected developing countries.

To reach its goals its actions are divided into three groups:

- A. Support for leadership processes based on research and long term mitigation planning using scenario modeling as information for a sectoral leader process made easy.
- B. Facilitating the collaboration amongst experts: initially between all MAPS countries and eventually with BASIC countries (Brazil, South Africa, India and China)
- C. Support for and evaluation of these processes through knowledge management activities.

Colombia, Peru, Chile and Brazil are the selected countries for the first stage of the MAPS program. The funds that finance this Project come from the CIFF (Children Investment Fund Foundation) in alliance with SSN (SouthSouthNorth), an organization that has been working on climate themes for the last ten years. It is a nonprofit organization focused on the facilitation of work teams in developing countries. Its main function in the National Project is to support the designing of the process and the modeling, and the coordination of the project's activities as workshops with sectoral experts that will contribute with inputs for research unit.

USAID

The Public Policies Program for Colombia PPPC lasts 5 years and is in charge of providing technical and managerial expertise to strengthen the Colombian government's abilities in forming, adopting and implementing public policies that will improve environmental business, promote the generation of sustainable income, and improve the provision of social services for groups of poor and vulnerable people in the country. The PPPC's main goal is to support governmental structural reforms designed to break the vicious cycles of poverty which lead marginal and forgotten communities in areas where state presence is weak to plant illegal crops and carry out illegal activities, which in turn brings about more violence and the strong degradation of Colombian environmental assets. The PPPC will reach its goals through results in 6 fronts: (1) Land Policies; (2) Access to financing; (3) Policies for vulnerable communities; (4) Support to the decentralization and improvement of economical management; (5) Work affairs y (6) Environmental Policies.

The environmental Policies component includes support to the Ministry of Environment in the development of several policy documents, for example: Protected Areas, Woods, and the Low Carbon Development strategy.

The specific support that USAID will provide the CLCDS is through financing the facilitation of the Joint Evaluation Process for Low Carbon Development Alternatives with the sectors, and the consultancy in the development of the resulting policy document.

World Bank – National Planning Department (NPD)

The NPD asked the World Bank to share its experiences in low carbon analysis carried out in countries like China, India, Indonesia, Poland, South Africa, Vietnam Mexico and Brazil, and help Colombia to identify its “Low hanging fruit” actions in four prioritized sectors. The goal of the study is to assist the Colombian government in the integration of climate change mitigation within the economical development process of the country. The two components of the study are:

- **Low Carbon Portfolio analysis:** Using an economic evaluation method, the study will identify and calculate a possible number of low carbon interventions in Colombia which could be implemented in the short, medium and long terms (5-10 years). These will be selected according to: a) good emission reduction potential, low net cost, and political and social viability; b) that its benefits are not jeopardized by the potential climate change impact; c) that they may be applied in a medium term without compromising economical growth, high sectoral production, and development.
- **Macro-economical assessment of Low Carbon Development:** Calculate the impact which investment in low carbon development will have on the Colombian economy. Low carbon development scenarios will be assessed by DNP through the research program “climate change economy”, using the Computable General Equilibrium model (CGE). The analysis will calculate the impact that low carbon development will have on investment, PIB, employment creation and income distribution.

Based on ease to implement and evaluate and mitigation potential, the next measures were selected in particular for this project:

Agriculture and forest:

Detailed analysis of:

Efficient use of fertilizers in rice production

Land use change from pastures to mango, other fruit crops and palm trees.

Silvopastoral projects

Improvements in Pastures

Forest plantations for Timber production

Ecological restoration

Rubber tree plantations

Descriptive analysis of:

Electricity generation from biomass waste from agriculture

Improvements in cattle genetics

Diet changes for cattle feeding

Low carbon agricultural practices

Development of forest and agriculture in the Orinoquia region

Energy:

Efficient lighting

- Replacement of refrigerators
- Optimization of use of motive power
- Water heating with solar energy
- New technologies and equipment for public lighting
- Use of natural gas for steam generation
- Biogas use for brick production
- Wind power generation in la Guajira
- Geothermal generation in Nariño and Huila
- Interconnection of off-grid areas with no-conventional energy sources

Transport:

- Electric vehicles
- Trucks scrapping
- Strategic Public Transport Systems
- Integrated Public Transport Systems

For each of the above an economical implementation cost will be estimated; so will its benefits in terms of greenhouse gas effect reduction.

The study's results will contribute to the joint evaluation process that the project will carry out.

IDB – MADS

This cooperation has been classified as technical and is made up by a series of projects and activities related to climate change mitigation and adaptation. Within the funds destined to mitigation, the payment of a consulting team to develop the abatement cost curves in the CLCDS framework was established; they are classified as the research unit. The rest of this operation's funds are destined to national adaptation projects and the hiring of specialists in specific areas who will cover previously established needs.

According to the structure, activities and components of this Project, its success depends on the execution of the contract with the research unit which is in charge of carrying out the studies for the abatement cost curves in each of the sectors selected, and of coordinating sector participation in its construction. The total value of the contract for the curve development is USD 390,000.00 which will last 8 months from its starting date.

LOCAL FUNDS

In 2010 a research team from the Andes University carried out the same kind of study in a pilot sector (industrial sector) but in the framework of the MADS contract, using its own funds which added up to COL\$400'000.000,00; its results were socialized for the sector in January.

2. Outline for the formulation of the Colombian Strategy for Low Carbon Development CLCDS

The CLCDS seeks to identify and assess actions, which will avoid the accelerated GHG emission increase that results from the sector's growth. These actions contemplate all measures, interventions, policies or programs, which promote GHG mitigation or avoid their

increase in the long run, and which are adequate for national conditions, contribute to sustainable development and do not go against the economical growth of the country.

The strategy is based on four lines of action for its development:

Analytical Process: BAU and abatement cost curves will be developed for each sector; these will allow the establishment of different options to reduce GHGs in each sector, and their costs using several measures and technologies. To estimate these costs an updated emission baseline per sector will be identified and increase projections will be carried out for the medium and long terms with the sectors as well. Alternative scenarios generated by the use of different technologies and practices that will lead to the same economical growth but with reduction, stabilization or elimination of GHG emissions will be identified. The results obtained will be prioritized and analyzed by specialists in each of the areas where the possible mitigation options and actions arise; they will keep in mind costs, viability and possibility of actually implementing the measures. A second analytical phase will be carried out with the prioritized measures; it involves co-benefit, financing and viability assessments, and will be funded by other resources outside the MAPS arrangements. A document containing the results obtained from the first analytical phase will be produced and it will be used as the fundamental input for developing climate change mitigation policies, programs, projects and actions in each sector.

Capacity Building: The CLCDS will focus on capacity building through the following actions:

- Creation of the Public Sector's and the Academy's ability to use different modeling and analysis tools for the behavior of GHG emissions, starting with the analysis of the sectors' projected emission growth.
- Strengthening of the Public Sector's and the Private Sector's ability to select and formulate adequate mitigation actions.
- Training in technological low carbon options for each of the sectors.
- Strengthening of knowledge of financial options for mitigation actions, design and implementation of activities or initiatives that can participate in new carbon market mechanisms.
- Strengthening of the ability to identify, formulate and implement NAMAs.

MRV: Within the Measurement, Report and Verification line, a basic training will be carried out at both private and public levels, which will end with an analysis of MRV options, their costs, requirements and viability. At the same time, a pilot project on information systems for policy monitoring will be carried out through a different cooperation initiative. The CLCDS progress will also be monitored under this item, and the design of the monitoring system also is part of a separate cooperation initiative.

Socialization process: Since this is a Project agreed between the public and private sectors, it will require constant diffusion and the participation of all the sectors through their representatives.

Its components are:

COMPONENT 1: Identification and assessment of alternatives and opportunities for low carbon development.

Reference scenarios (BAU) will be established, as well as abatement cost curves for the sectors defined through a public and private sectoral participation process.

OUTCOME: Alternatives and opportunities for low carbon development have been identified and assessed together with the sectors.

OUTPUTS:

- Inter-sectoral agreements on the diagnosis and the baseline analysis of alternatives and opportunities for low carbon development
- Reference scenarios for emission of GHG for sectors that incorporate the economical and social development expectations of the sectors as well as their current and projected technologies and efficiencies.
- Assessment of alternatives and opportunities for sectoral development and its effects on sectoral GHG emissions, and on economical, social and environmental growth.

COMPONENT 2: Designing and implementation of plans, policies and measures for low carbon development.

OUTCOME: Plans, policies and measures have been defined for both the public and private sectors; these become in powerful tools for the Colombian Low Carbon Development Strategy.

OUTPUTS

- Sectoral action plans for low carbon development
- Design of Public policy and measures for low carbon development.
- NAMAs, mitigation programs and projects formulation, on behalf of the different public and private parties.

COMPONENT 3: Design and construction of a Monitoring System for the CLCDS

OUTCOME: A Monitoring, System has been established to support the implementation and assessment of the CLCDS and actions resulting from it.

OUTPUTS

- Institutional responsibilities required for the monitoring system and its relation with National Communications and the National Greenhouse Gas Inventory have been established.
- Establishing of methods and standards for the monitoring of GHG at a national, sectoral (program) and local (project) scale.
- Design and implementation an informatics platform to Monitor the progress of the CLCDS plans, sector plans and potentially, NAMAs

COMPONENT 4: Capacity Building for the formulation and implementation of the CLCDS.

OUTCOME: Public and private sectors have the required abilities for the implementation of the CLCDS.

OUTPUTS

- Assessment of sectoral technology transfer needs for low carbon development.
- Low carbon technologies training and diffusion programs.
- Climate Change mitigation Sector (public and private) training program (NAMA identification and design, financing options, carbon markets).
- Institutional strengthening for the inclusion of climate change in public policies.

COMPONENT 5: Cooperation and communication platform for the CLCDS

OUTCOME: Means for the disclosure and socialization of information, as well as for the cooperation at the time of implementing the CLCDS, have been established.

OUTPUTS:

- Program for the disclosure of information generated during the formulation and implementation process of the CLCDS
- Designing and operating of a portal for the Exchange of information regarding alternatives and opportunities for low carbon development (knowledge management).
- Designing and operating of international economical cooperation platforms for low carbon development.

3. Project objectives and subcomponents (MAPS)

Objective

To begin a collective, comprehensive analysis based on scientific results obtained by sectoral leaders, on development alternatives and their impact on the economy and climate change, which will be useful as an input to the Colombian Low Carbon Development Strategy.

Components and Activity Description

Component 1: IDENTIFICATION AND ASSESSMENT OF ALTERNATIVES AND OPPORTUNITIES FOR LOW CARBON DEVELOPMENT AND THEIR IMPACTS AND FEASIBILITY

This component covers everything from the production of the BAU and abatement cost curves, the development of technical sectoral studies, the analysis of mitigation potential, to the validation process with the sectors. This sectoral validation process will be accompanied by a research unit which will model the different scenarios suggested in the workshops done with the sectors. The main product of this component is the analysis of mitigation alternatives validated at an inter-sectoral level, which will be included in the CLCDS and the subsequent viability and co-benefit analysis of prioritized measures. The initial technical studies as well as the construction of abatement cost curves are financed by the IDB and the World Bank. The research Unit will be financed with funds from the IDB. The following are the activities that will be financed with funds from the Children's Investment Fund Foundation, channeled and executed together with UNDP and the support of MAPS in terms of process design, and technical expertise in facilitation and modeling.

Activity 1: BAU curves will be constructed for each sector, through working groups composed of public and private sector representatives with academics hired for this purpose (research unit).

Activity 2: Modeling of economical impact of scenarios and alternatives for the reduction of emissions; for this the general equilibrium model must be adapted for the incorporation of information on mitigation scenarios. Training on modeling options will be carried out by an international expert who will be hired for this particular Project. This is done in order to integrate the abatement models with those of the general equilibrium.

Activity 3: Sessions for the analysis of results for the strategic, high and technical level will take place in order to establish a consulting and participative process for the input and models used, and for the results the research unit obtains. These sessions will be programmed according to the order in which advances on curves are obtained, and they will be designed to establish the proper information channels to provide feedback for the research unit. Programmed work sessions will be planned with all of their requirements (logistics, paperwork, food) in order to facilitate the activity. A few work sessions will be planned for the high level group given the complexity of the directors' agendas, and there the initiative and advances will be explained.

Activity 4: Information management (Knowledge Management) Parallel to the above described activity a web site will be created to allow the flow of information in several directions: internally for the parties involved; externally for civil society and anyone who might be interested in the development of the process; regionally in order to share information with countries participating in the MAPS initiative.

Component 2: CONSTRUCTION OF A COOPERATION AND COMMUNICATION PLATFORM

In the framework of this component all activities related to the socialization of the process, its objectives and reaches will be carried out.

Activity 5: All of the printed material required for disclosing the results of the technical studies, the scenario analysis and the CLCDS will be developed; a brochure which will be the presentation strategy for the project, as well as any and all publications which compile final results by sector, and general results, will be produced. Socialization workshops will be planned with representatives of civil society. The translation of all required document for the international level will be carried out so that these may be socialized in international meetings related to the development of strategies per country for the reduction of emissions. In order to start with the described activities, an image and a diffusion strategy will be designed for the Project, in order to give it more national relevance.

Component 3: CAPACITY BUILDING FOR THE CLCDS (INSTITUTIONAL STRENGTHENING)

Given the magnitude of the Project, the number of activities that require the coordination of people from different sectors, companies and entities, institutional strengthening is needed; it should result in professionals who will assume the responsibility of coordinating and supporting the MADS and UNDP in the development of activities that the project might entail.

Activity 6: A Project coordinator will be needed as well as an advisor who will support activities within the UNDP, and an administrative assistant who will be in charge of all the tasks of this kind resulting from the execution of the project. The coordinator and the administrative assistant will be located within the Ministry and the support for UNDP will take place at their workplace.

4. Method

Guidance for Decision Making

The assessment will be guided by two groups of decision makers so as to ensure that the results are pertinent for planning and executing the ambitious low carbon initiatives in the productive sectors. The first group is the **Sectoral Sub-commission for Climate Change**; responsible for the formulation and implementation of the Low Carbon Development Strategy in the National Climate Change System according to the CONPES document 3700 of 2011. Although this Sub-commission will be formally created 2012, their members have participated in the design of the project scope and the overall methodology. Additionally, the preliminary and final results of this project will be presented to the Sectoral Sub-commission for their feedback and endorsement. To facilitate the technical work entailed in preparing mitigation options that are realistic for each sector, an ad hoc working group on the CLCDS will be formed, and it will report directly to the sub-commission.

After the results of the assessment of low carbon development alternatives, including the Marginal Abatement Costs Curves, are reviewed by the Sectoral Sub-commission, the project will also directly involve the **Climate Change Executive Commission (CCEC)**, when formally created, composed of the Ministers of the relevant sectors, in order to achieve high level strategic assessment, recommendations and guidance, for the study. To this end, the Climate Change Executive Commission will invite to some sessions, high-level representatives of both the private sector and the civil society.

Technical and Economical Modeling

The assessment of the low carbon development alternatives must take into account not only technical aspects related to energy, productivity and greenhouse gas emissions and potential reductions, but also socio-economic aspects related to their impact on economic growth, employment, general wellbeing of all Colombians, competitiveness, poverty reduction, feasibility and financial options for implementation. For this purpose energy and non-energy modeling tools and analysis will be used in addition to results of the abatement cost curves. There will also be integrated in general equilibrium models that are being run by DNP. For energy and non-energy modeling the Project will have the support of the **Andes University**, and particularly of research experts from the Engineering Department and the Economic Development Studies Centre (EDSC). The energy modeling for the mines and energy,

industry and transport sectors will be done using the MARKAL model, while modeling for the non-energy sectors (agricultural and waste) will be done integrating several models in the LEAP tool.

The **National Planning Department** will integrate the results from the different modeling exercises in the general equilibrium model developed for the Climate Change Economical Impact Study (CCEIS) in order to estimate the effects of the analyzed alternatives on economic growth.

Experts Collective Analysis

The Sectoral Sub-commission, or their representatives while is formally formed, will form an interdisciplinary working group with sectoral experts from public, private sector and civil society. The Interdisciplinary Working Group will be in charge of technically validating the modeling process and collectively analyzing and drafting its conclusions. Particularly this group will:

- Validate the assumptions and key sources of information for the modeling.
- Supply realistic updated information from each sector.
- Provide technical guidance for the modeling.
- Analyze the results from the models.
- Collectively draft conclusions and answers for the questions previously posed to high level authorities.

For each of the sectors of the assessment (mining, energy, Industry, Transport, Waste and agriculture) the interdisciplinary group of experts will be conformed according to the following criteria:

- Technical knowledge of the sector or sub-sectors.
- Previous experience on assessments and similar tasks.
- Expertise and knowledge of climate change, energy processes, production processes or economic modeling.
- Teamwork and pro-activeness.

A preliminary list for the group of experts is presented in attachment of this document. This list will be completed by the experts nominated by the members of the Climate Change Executive Commission during their first meeting or if requested by a member of the Sectoral Sub-committee.

Process design

In order to reach the project's goals, a series of structured meetings of the CCEC (or High Level Group), the Sectoral Sub-commission (or future representatives while is officially formed), the Interdisciplinary Working Groups, and the Entities in charge of modeling shall be planed and organized. The process is made up of the four stages here described:

Phase I: In this phase, the CCEC will review and build on the proposed guide questions included in the project design, which have been approved by the Sectoral Sub commission with the support of the Ministry of Environment and Sustainable Development. As mentioned before, the CCEC members could nominate additional experts for the interdisciplinary working group.

Phase II: Once formed, the Interdisciplinary Working Group will validate assumptions and sources of information critical to the assessment presented by the research institution. The first task of the modeling will be the construction of emissions reference scenarios or BAU curves for each sector. The scenarios should be collectively agreed by the research team, the interdisciplinary working group, the National Planning Department and the Ministry of Environment. This phase envisages at least two joint sessions.

Phase III: In this phase, the interdisciplinary working group will identify a broad set of low carbon development alternatives and opportunities that could deviate the reference scenario in each sector. The research institutions will introduce and evaluate the emissions reduction benefits of the set of alternatives and opportunities and will compare them using criteria and tools such as marginal abatement costs curves. It is envisaged to also to complete the analysis of major alternatives and opportunities with socio-economic indicators such as the impact in sectoral GDP, employment generation and poverty reduction, as well as an initial analysis of options and financial feasibility for mentioned measures.

Phase IV: In this phase, the results of the assessment of the low carbon development alternatives and opportunities, including the Marginal Abatement Cost Curves, will be presented in a joint session to the CCEC (or High Level Group). In the session, the CCEC will review the preliminary results and could request the assessment of unforeseen alternatives or opportunities, or also request further analysis. With this feedback, the Interdisciplinary Working Group and the research institutions will undertake the final assessment of abatement cost curves.

Phase V: With the final results of the modeling and assessment of the low carbon development alternatives and opportunities, the interdisciplinary working group with the support of the research institutions, will draft the conclusions and the answers of the assessment's guide questions. This phase will conclude the first component of the Colombian Low Carbon Development Strategy.

Next phases for the second component of the CLCDS: The assessed low carbon development alternatives and opportunities will be prioritized and selected for further analysis. This will be done by: evaluating the technical and financial feasibility, of the most promising low carbon development alternatives and opportunities; as well as its impacts and social benefits and supporting the technical and financial design of action plans and programs and/or formulating NAMAs for national or international support. The second component of the CLCDS is being supported by European Union and the UNDP Low Emission Capacity Building Program and the United Kingdom.

5. Total MAPS budget description

The MAPS budget rises to USD \$427.572 and is allocated as follows:

ACTIVITY	BUDGET IN USD
ACTIVITY 1: Modeling of economical impact for emission reduction scenarios and alternatives	\$35.000
ACTIVITY 2: Session for result analysis with representatives from sectors	\$149.000
ACTIVITY 3: Results socialization	\$62.000
ACTIVITY 4: Institutional strengthening for CLCDS and MAPS project	\$153.600
GSM	\$27.972
TOTAL	\$427.572

This budget will be used in two years, for the first year USD\$ 340.795 will be used, and for the second year USD\$86.777. Presented below is the Annual Work Plan for the first year and the payment schedule required by SouthSouthNorth, to accomplish the proposed activities, the schedule of payments is as follows:

Schedule of payments	USD
Upon signature	\$200.000
September 2012	\$140.795
March 2013	\$86.777
Total	\$427.572

III. RESULTS AND RESOURCES FRAMEWORK FOR PROJECT

This is the framework of results planned for the resources from the first donor, SSN. This framework derives from the previous table.

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>National, regional and local capacities strengthened for integral management, guaranteeing sustainable development</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>National capacities are strengthened to promote environmental sustainability, to develop economic development strategies that consider the future GHG emissions and the path towards a carbon efficient economy</p> <p>Country Program Output</p> <p>Reference scenarios for each sector, mitigation options curves defined by sector, and intersectoral agreements on the diagnosis and the analytical basis of options for low carbon economic development.</p>			
<p>Project title and ID (ATLAS Award ID):</p>			
<p>COMPONENTS</p> <p><i>General Objective: Set of alternatives and options for low carbon development agreed within the sectors regarding benefits of reducing future GHG emissions, and the viability according to country's situation. This set will work as main input for the CLCDS</i></p>	<p>OUTPUT TARGETS FOR (YEARS)</p> <p><i>Use this column for more complex projects where an output takes more than one year to produce.</i></p>	<p>INDICATIVE ACTIVITIES</p> <p><i>List activity results and associated actions needed to produce each output or annual output targets.</i></p> <p><i>Each activity result shall ultimately become an Activity ID in Atlas.</i></p>	<p>RESPONSIBLE PARTIES</p> <p>MADS</p>
			<p>INPUTS</p> <p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <p>SSN: USD 196,880</p>

<p>Component 1: Identification and assessment of Alternatives and opportunities for Low Carbon Development</p> <p>Outputs</p> <p>Inter-sectoral agreements on the diagnosis and the analytical basis for alternatives and opportunities for low carbon development.</p> <p>GHG emission reference scenarios for the sectors that incorporate economical and social development expectations of the sectors, as well as their current and projected technological status and efficiencies.</p> <p>Assessment of alternatives and opportunities for sectoral development and their effects on sectoral GHG emissions, and on economical, social and environmental growth.</p> <p>Reference scenarios and abatement cost curves construction for all economical sectors</p>	<p>Targets year 1</p> <ul style="list-style-type: none"> - Information Platform for the CLCDS and MAPS regional work, implemented and working. - Working sessions with sector representatives initiated. - Models and methods that will be adapted to the country's reality have been defined. <p>Targets year 2</p> <ul style="list-style-type: none"> - Methods and models adapted to the country's reality are being used. Working sessions with sector representatives have been carried out at two levels (high level leaders, technicians and scientists) and a set of options and actions for sectoral low carbon development has been obtained. 	<p>1. Training for the selected method to be applied; updates and links to the DNP Model.</p> <p>An international modeling expert will be brought into the Project to train DNP personnel, the Ministry and the Research Unit in modeling options.</p> <p>2. Result analysis sessions with sector representatives.</p> <ul style="list-style-type: none"> - Group workshops with sector representatives occur in order to carry out the construction and validation of cost abatement curves created by the research unit from the CLCDS. All logistics that these workshops might need must be carried out (Rooms, food, staff, paperwork). <p>3. Development of the Information Platform (for the CLCDS in general and the MAPS process in particular)</p> <p>- Consultants will be hired</p>	
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<p><i>Baseline: 0 sectors with reference scenarios and abatement curves</i></p> <p><i>Indicators: Cost abatement curves per sector.</i></p>		<p>for the development of the Information platform and a "knowledge management portal" for all information related activities and regional information flows from MAPS.</p>	
<p>Component 2: Capacity Building for the formulation and implementation of the strategy.</p> <p>Outputs</p> <p>Institutional strengthening for the inclusion of climate change in public policy.</p> <p>Ability construction and institutional strengthening within MADS and the UNDP for the development of the CLCDS project</p> <p>Baseline: Coordination abilities for the CLCDS low, given the large number of activities generated by it.</p> <p>Indicators: Advances in the development of CLCDS activities according to the schedule and coordinated together.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Institutional strengthening within the Ministry and UNDP to optimize the CLCDS activities. One coordinator within the ministry, and one support advisor in UNDP. A management assistant (if so required) hired and working on the project. <p>Target (year 2)</p> <ul style="list-style-type: none"> - Continued institutional strengthening in the ministry and UNDP through the coordinator and support advisor (and the assistant if so required) 	<p>1. CLCDS coordination.</p> <ul style="list-style-type: none"> - Hiring a professional in charge of coordinating all operative activities concerning the CLCDS process, as well as those concerning MAPS, for 3 years <p>2. Support to the coordination of the CLCDS from UNDP</p> <ul style="list-style-type: none"> - Hiring a professional who will support the coordination of the CLCDS and the MAPS process from UNDP. <p>3. Strategy's management activities.</p> <ul style="list-style-type: none"> - Hiring a management assistant (if so required) who will support the coordination efforts in the 	<p>MADS</p> <p>SSN USD 164.352</p>

<p>COMPONENT 3: Cooperation and communication platform for the Strategy.</p> <p>Outputs</p> <p>Disclosure program for the information generated during the process of formulation and implementation of the CLCDS</p> <p>Design and operation of a portal for the Exchange of information on low carbon development alternatives and opportunities (knowledge management).</p> <p>Socialization and communication strategy</p> <p><i>Baseline: There is no Socialization and communication strategy for the CLCDS</i></p> <p><i>Indicators: Socialization and communication strategy for the CLCDS</i></p>	<p>Target (year 1)</p> <ul style="list-style-type: none"> - Development and presentation of the Strategy's image. -Both public and private sectors' high directive levels fully informed about the CLCDS. -Both public and private sectors' technical levels fully informed about the CLCDS. Target (year 2) Publications containing the results of the studies carried out. <p>CLCDS socialization in international events on low carbon growth and emission mitigation strategies.</p> <p>Sectors fully informed about the mitigation options obtained from the analysis of policies and incentives prioritization.</p> <p>Civil society informed about</p>	<p>ministry and UNDP</p> <ol style="list-style-type: none"> 1. CLCDS image, publicity and diffusion strategies established. Hire advisor(s) to create and develop the image, and the publicity and diffusion strategies. 2. Official CLCDS publications published. -Hire design, print and publishing services for the CLCDS final result reports. 3. Civil society socialization workshops carried out. -According to the process' development, socialization workshops for the project's development and results will be carried out. 4. CLCDS presentations in international frameworks. - Funding for participants in forums and international meetings on national strategies for emission 	<p>MADS</p>	<p>SSN: USD 66,340</p>
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	<p>prioritized possible mitigation measures, and about possible policy actions and options, regulations and incentives.</p>	<p>reduction.</p> <p>- Documents required to disclose the CLCDS results will be translated.</p>	
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Note: Addition of GSM (UNDP Fee) of \$27.972 makes a total of \$427.572

Component 2: Cooperation and communication platform for the CLCDS	3. Results socialization	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 9.000,00		
		01/05/2012	31/12/2013	MADS		SSN	71405	\$ 8.000,00		
		01/05/2012	31/12/2013	MADS		SSN	72705	\$ 5.000,00		
		01/05/2012	31/12/2013	MADS		SSN	74220	\$ 5.000,00		
		01/05/2012	31/12/2013	MADS		SSN	71605	\$ 6.000,00	\$ 3.000,00	
		01/05/2012	31/12/2013	MADS		SSN	71615	\$ 4.000,00	\$ 2.000,00	
		01/05/2012	31/12/2013	MADS		SSN	71305	\$ 10.000,00		
		01/05/2012	31/12/2013	MADS		SSN	71305	\$ 10.000,00		
		GSM KEY ACTIVITY 3	01/05/2012	31/12/2013					\$ 3.990,00	\$ 350,00
										\$ 62.000,00
Component 3 Capacity building for CLCDS. Institutional strengthening in Ministry and UNDP	4. Project coordination – Institutional strengthening	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 36.000,00	\$ 42.000,00	
		01/05/2012	31/12/2013	MADS		SSN	71405	\$ 28.800,00	\$ 33.600,00	
	GSM KEY ACTIVITY 4	01/05/2012	31/12/2013	MADS		SSN	71405	\$ 13.200,00	\$ 153.600,00	
								\$ 5.460,00	\$ 5.292,00	
TOTAL BUDGET									\$ 427.572,00	

V. MANAGEMENT ARRANGEMENTS

1. General Issues Regarding Project Management at UNDP

- *Implementing Partner: The Ministry as the Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP or any donor resources. The Implementing Partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs. The Implementing Partner may enter into agreements with other organizations or entities, namely Responsible Parties, to assist in successfully delivering project outputs.*
- *A project could designate a Responsible Party: This is defined as an entity that has been selected to act on behalf of the Implementing Partner (The Ministry in this case) on the basis of a written agreement or contract to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. The following types of organizations may act as Responsible Parties: UNDP, other UN agencies, Government agencies, IGOs, CSOs and private firms. Firms and CSOs (except micro-capital grant recipients) shall be selected as Responsible Parties only on the basis of a competitive procurement process undertaken by the Implementing Partner. UNDP, UN agencies, IGOs, Government agencies, or CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities. **To the extent that Responsible Parties exempted from competitive procurement process can be identified or anticipated during project formulation, they should be listed in the annual work plan and draft terms of reference for their services attached to the project document.***
- *Project Board (also called Project Steering Committee): The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager.*

This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Potential members of the Project Board are reviewed and recommended for approval during the PAC meeting. Representative of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. This group contains four roles:

Project Director (also called Executive): individual representing the project ownership to chair the group. There should be only one project executive, who should normally be a national counterpart. Post is typically held by Government Cooperating Agency or UNDP. For this project, the Project Director will be designated by the MADS.

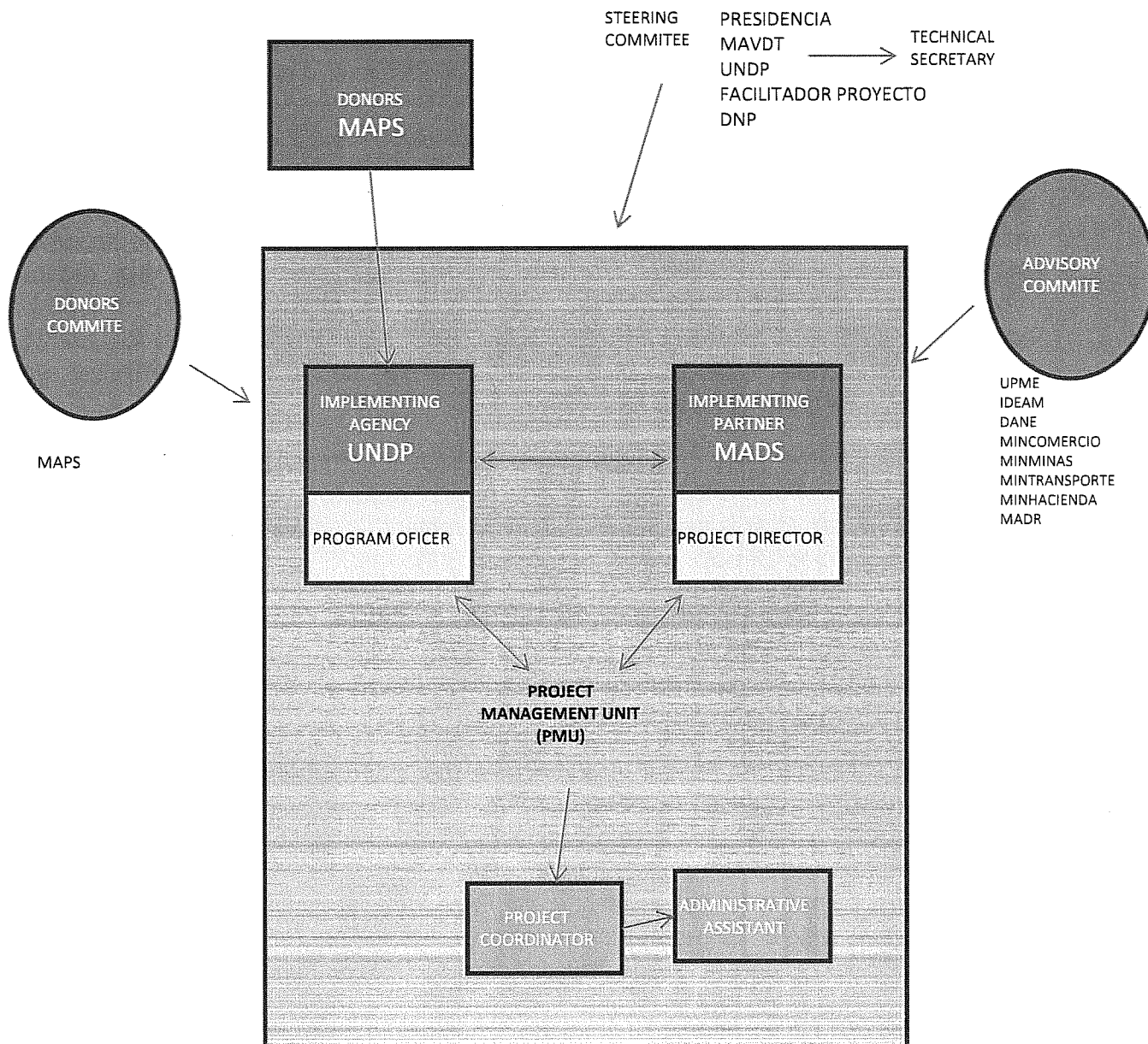
Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often CSO representative(s) can fulfill this role.

Project Assurance: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role on behalf of UNDP.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

2. Organizational Structure of this Particular Project



At first the project is co-financed with funding from SSN but probably in the future, new donors would like to co-finance this project as well. The United Nations Development Program (UNDP) acts as the **Implementing Agency** in charge of the financial administration and for obtaining the envisaged project outcomes. The project will be implemented under UNDP's National Implementation Modality (NIM), implying that a Government entity will assume responsibility for implementing the project. The Ministry of Environment and Sustainable Development (MADS) will be the local **Implementing Partner** for the project, responsible for day-to-day implementation of the project and the advances towards meeting the specified objectives.

The project will establish a **Project Management Unit (PMU)** consisting of the **Project Coordinator** and an Administrative Assistant. The PMU will be hosted by the MADS and

unless the Project Director, after consulting the Steering Committee, provides other instruction. The Project Coordinator will be responsible for the day-to-day project operations, financial accounts, periodic reporting to UNDP-CO and the donors, and for allocation of the donors grant and other donor funds according to the quarterly work plans and budgets in coordination with UNDP-CO, the MADS and the SC when its participation would be required. The **Project Coordinator** will be the primary contact person for the Project for external communication and will act as the convener for meetings between the MADS and UNDP and the SC. While the PMU will be dedicated to planning, supervision and administrative tasks and support MADS with in-depth work on the technical issues addressed by the Project.

The Project Coordinator as well as a full-time Administrator will be contracted by UNDP according to the NIM modality applied to this specific project and will be paid for by the donors' budget. UNDP-CO and MADS will each assign a staff member who will be accountable for implementation of the Project. In case of UNDP-CO this will be the *Programme Officer in charge*; for MADS it will be the person who assumes responsibility for the Project on behalf of the national Government (the **Project Director**). The Programme Officer and Project Director will take place in the **Project Steering Committee (PSC)** together with the Project Coordinator. The PSC could meet quarterly to review progress and obstacles and to decide upon strategic or critical issues. The PSC is the highest decision-making authority of this project. The PSC meetings will be called by the Project Coordinator. Project Coordinator will call the PSC meetings and extraordinary meetings will be held if deemed necessary by one of the PSC members. Representatives from MAPS and other donors can assist and, if appropriate, the PSC can invite external consultants to assist in the monitoring process. The PSC will consist of representatives from, Colombian Presidency, MADS, DNP and UNDP with MADS as Technical Secretary of the PSC.

To represent stakeholders' interest an '**Advisory Committee**' will be formed, in which the above-mentioned stakeholders will be represented plus main stakeholders from the government IDEAM, MADR, DANE, MINCOMERCIO, UPME, and from the civil society and the private sector, including ANDI, ICONTEC, SIC and other private sector entities.

3. UNDP support service

The project will be managed under UNDP's procedures that are based on principles of equal opportunities to all, development results, best value for the money, fairness, integrity, transparency, and effective international competition of the United Nations and all financial transactions and agreements will similarly follow the same principles of ethics and transparency, in a manual of procedures in cooperation with the UNDP CO that will apply to the execution of this project. Every 6 months, the Project Director should inform the UNDP on any updates or changes made on the manual. UNDP should review and approve the proposed changes.

In such a case, appropriate cost recovery will be charged as per UNDP rules and regulations. The support services will be outlined in the form of Letter of Agreement signed between IR and UNDP. A small budgetary allocation will be allocated for communication, advocacy and accountability purposes undertaken by UNDP.

The Implementing Agency will assist the MAPS Director in his advisory role to the CIFF contracted PME agent, in setting appropriate questions and identifying appropriate respondents for the Colombian project, and give such other assistance as may be reasonably required, in consultation with the MAPS Director.

4. UNDP Core competences

- The UNDP was an active partner in the development of the UN Development Assistance Framework (UNDAF) and is also a lead agency for many programmes in the same thematic area as the MAPS Programme. **Outcome 7 of the UNDAF** states as its objective that “the country consolidates a strategy to advance towards a low carbon economy”. More specifically the Country Programme mentions the following as a relevant outcome: “National capacity consolidated to promote environmental sustainability, management of disaster risks and sustainable planning” with the related **output** “Public institutions and organizations strengthen their capacity to formulate and implement environmental management programs and initiatives that guarantee the supply and maintenance of environmental goods and services (with emphasis on conservation, restoring and sustainable use of strategic ecosystems; supply and rational use of energy and water management” with one the **output indicators** specifically mentions to have at least “one initiative on rational use of energy”.
- MAPS fits under the UNDP comparative advantage due to its experience in developing the capacity of national and local government to change its path towards a low-carbon future, as well as generating, spreading, and adopting better practices in energy efficiency, developing capacity, and increasing the financial sustainability low carbon development strategies. Furthermore, UNDP is working with different institutions and stakeholders in Colombia on energy and climate change issues and environmental and governance issues and it is in a good position to ensure inter-project learning.
- By and large the core governing principle of UNDP is to obtain the best value for money. In the context of the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the Business Unit’s needs. Best value for money should not be equated with the lowest initial price option rather requiring an integrated assessment of technical, organizational and pricing factors in light of their relative importance (i.e., reliability, quality, experience, reputation, past performance, cost/fee realism and reasonableness). The Business Unit’s parameters can also include social, environmental and other strategic objectives defined in the procurement plan. The principle of best value for money is applied at the award stage to select the offer that effectively meets the stated requirement.
- To ensure that best value for money is obtained, the process of soliciting offers and selecting a Contractor should: maximize competition; minimize the complexity of the solicitation, evaluation, and the selection process; ensure impartial and comprehensive evaluation of solicited offers; and ensure selection of the Contractor whose offer has the highest degree of realism and whose performance is expected to best meet the Business Unit’s specifications, statement of works or terms of reference.
- With regard the usage of fees, General Managements Services (GMS) encompasses general oversight and management functions of UNDP HQ and Country Offices (CO) units, and include the following specific services:
 - Receipt, allocation and reporting to the donor of financial resources;

- General oversight and monitoring, in terms of operational support to fulfill the work plan and products established by the project;
- Support in the elaboration of ToR, contracts and the Project Document;
- Part of the selection committee of the contractors;
- Thematic and technical backstopping through Bureaus Systems, IT infrastructure, branding and knowledge transfer.

5. Dollarization Clause

The value of the total contribution received from the United Nations Programme, in the framework of the agreement and which is made in a currency other than the US dollar, will be determined according to the United Nations operational rate of exchange valid at the time the payment was made. If there is a change of the UN exchange rate before the total amount is used by the UNDP, the balance will be adjusted according to the value of the currency on that date.

Should there be a loss in the value of the balance of funds, the UNDP will inform the donor, in order to determine if the donor will provide more funds. In the case of no further available funds, the UNDP may reduce, suspend or rescind the programme/project assistance. Should there be an increase in the value of the balance of funds, it will be made available to the project to compliment its activities, in agreement with the donor.

All accounts and financial statements will be expressed in US dollars. The exchange rate used in each case will correspond to the monthly exchange rate set by the United Nations in Colombia. However, payments made to suppliers will be made in the local currency.

Should the total input amount surpass the total budget amount, it will be necessary to revise the project budget, according to UNDP regulations.

Running costs incurred during the period of the project implementation (such as offices, services, communications) and the provision of furniture, computer equipment, printing and photocopying will also be covered by the funds included in the project budget.

According to the cost recovery policy of the UNDP, the direct costs generated by the implementation of support services (ISS) will be incorporated into the project budget according to standard rates for services established in the UPL (Universal Price List) document.

Interest shall be for the account of SSN, and shall be accounted for and used in the project, and if not required, shall revert to SSN.

6. Audit arrangements

The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including all donors' sources) funds, according to the established procedures set out in the programming and finance manuals. The audit will be conducted by the legally recognized

auditor of the Government, or by a commercial auditor engaged by the Government. Independent audits will be conducted by a suitably qualified commercial auditing firm to be hired by the UNDP CO, and the project should allocate resources for this requirement.

Agreement on the intellectual property rights and use of logo on the project's deliverables

In order to accord proper acknowledgement to any donor and UNDP for providing funding, donors and UNDP logos should appear on all project publications, project presentations, project hardware, among other items. Any citation on publications regarding to this project should also accord proper acknowledgement to UNDP and any donor.

The UNDP and the Government of Colombia shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which are contributed by the Donor under this project or bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of the terms of the contribution under this project.

7. Project start

A Project Inception Workshop will be held within the first two months of project start with those with assigned roles in the project organization structure, UNDP country office (CO) and other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan. The Inception Workshop should address a number of key issues including:

- Understand objectives & other outputs and activities
- Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of MADS, UNDP CO staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- Based on the project results framework, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- Plan and schedule Project Board meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared by the project coordinator and shared with participants to formalize various agreements and plans decided during the meeting.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- Nonetheless, the UNDP shall provide the following reports to the Donor:
 - a. Quarterly Progress Reports, on 10th day of, July, October and January (for the previous quarter), or such other dates as may be notified in advance by SSN in writing to the UNDP, with every quarterly report containing a comprehensive analysis (in a format agreed with SSN) of the progress in relation to the services over the preceding four quarters; and
 - b. by no later than 30 days prior to the expiration of this Agreement, a report containing a comprehensive analysis (in a format agreed with SSN) of the progress in relation to the services over the entire duration of this Agreement;

- c. SNN shall inform the UNDP of any changes in the reporting requirements under the Grant Agreement from time to time.

The reports referred to in the paragraph above shall include:

- a. a narrative of progress in relation to the performance of the services including a review of such progress measured against the Key Performance Indicators and the timeline as provided in the Work plan and an analysis of any barriers to achieving successful completion of the services;
- b. a financial report to all donors including SSN on the expenditure in relation to the entire Project showing the full Project Budget, the full set of contributions from SSN and other donors, the expenses against the Budget and all vouchers to prove expenses;
- c. a report of all other material funding and contractual requirements from third parties in relation to the Project

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

1. Project Risk table

Type of risks and description	Rating	Remedial actions
Gathered information deficient or insufficient to develop fundamental cost abatement curves in the process' goal.	Low	The MADS carried out a deep study to choose the most adequate research group to develop the abatement curves. In addition to this, after selecting the Andes University, pilot tests were carried out in the industrial sector, to make the necessary adjustments and avoid repeating mistakes in the following sectors.
Low level of information about the CLCDS for all parties involved in the process.	Low	One of the CLCDS's pillars is to publicize the strategy at the highest managerial and political levels of the country. The launch took place at the Presidency at a ministerial level. The schedule activities include constant socialization meetings for all sectors, including civil society.
Low and null cooperation on behalf of the productive sectors due to low incentives for them.	Low	From the beginning the Strategy is based on a joint work between the government and all those involved (sectors). The Strategy's definition was constructed under the premise of team work as well as of prioritization of results that will bring about the greatest possible from a new project financing, technology transference, personnel training in MRV, and future access to green markets.
Economic support for the formulation of the strategy on behalf of the donors was not met.	Low	Colombia has been classified as a "hot spot". Additionally, the strategy's structure is well advanced and there is a diverse team supporting the development of the cooperation's, which have reached a medium and high level to be made official.
Low presence or total absence of financial mechanisms to develop the mitigation actions.	Medium	There is uncertainty in the negotiations about mitigation resources. However, a lot of countries have shown great interest in the subject.
No ownership of the strategy at a High Level	Low	The current winter wave has raised awareness of the imminent climate change. The President, after Al Gore's visit and the possible entry to the OECD, has shown his interest on Green Growth. The biggest private sector

	industry association has expressed its support and interest in participating in the CLCDS
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2. Generic TORs for Project Management

Project Board

Overall responsibilities¹: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards² that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's

¹ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

² UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC³ meeting. For example, the Executive role can be held by a representative from the Government, the Senior Supplier role is held by a representative of UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

³ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organize and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective

- Promote and maintain focus on the expected project output(s)
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities

- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section below)

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration

and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable

- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

3. TORs for project personnel

PROJECT COORDINATOR

TERMS OF REFERENCE

PROJECT No.	76188
PROJECT TITLE	Preparation of Colombia's Climate Change Capacity Building Project Proposal
POST TITLE	Project coordinator for the Colombian Strategy for Low Carbon Development
DEDICATION	Service contract
WORK HEADQUARTERS	Bogota
DURATION OF SERVICE	12 months with possibilities of renewal

1. JUSTIFICATION AND PRECEDENTS

Colombia ratified the United Nations Framework Convention of Climate Change and the Kyoto Protocol thereafter. Because of the commitments acquired there, the country has produced two National communications which include Greenhouse Gas (GHG) Inventories for four years (1990, 1994, 2000 y 2004). The country has actively participated in carbon markets with a portfolio of 164 CDM projects, 38 of which are registered by the United Nations. The country wishes to contribute to the global mitigation effort, deviating from its current Business as Usual (BAU) emission trajectory. However, the country lacks a study to estimate the baseline and emission reduction alternatives. Therefore, in order to place the country on a low carbon emission path it is necessary to develop a Project that will contribute to achieve this low carbon route.

UNDP and the EU have made a global Alliance that will benefit approximately 10 countries, one of them Colombia, so as to develop said low carbon emission growth routes. In order for this Alliance to be effective, the Colombian government together with UNDP has decided to organize the different interventions about the project which has been called the Colombian Low Carbon Development Strategy (CLCDS). It is expected that with the preparatory phase from UNDP – UE the framework of action for the strategy will be defined; the strategy will be multi-donor and inter-institutional. In order to launch the strategy, a head coordinator who will articulate the different interventions and help point the way for the UE-UNDP proposal, is required.

Objective of the contract

Support the MADS and UNDP in the coordination of the Colombian low carbon development strategy, so as to articulate the different initiatives and institutions that are currently contributing to said strategy; support the definition of the intervention which, within the strategy, should be promoted by the UNDP – UE initiative.

Responsibilities

The coordinator will be in charge of the following coordination, promotion and management responsibilities:

Coordination Responsibilities:

1. Guarantee a close relationship between the UNDP, the MADS and all other parties interested in the construction and implementation of the CLCDS.
2. Make sure that the work plan proposed articulates the different components of the CLCDS, and reflects clear results from the Project and the indicators of achievement. In the long run, the work plan will serve as a guide for the daily activities for applying the project's document, which should result from this first stage; it should show the needs of coordination with other projects.
3. Promote and coordinate the logistics of workshops and events with the support of the management assistant.
4. Guide and supervise the advisors' and sub-contractors' work; ensure the proper development and completion of all agreed work plans.
5. Work with the project's associates to guarantee co-funding through the estimated contributions on the agreed terms.
6. Guarantee that the Project will be executed with the participation of all pertinent national and local institutions.
7. Promote the coordinated participation of government institutions and non-governmental organizations at a central and local level while the Project is executed.
8. In coordination with the OP and UNDP, promote Project opportunities to mobilize financial or additional specie resources.
9. Keep the project's directive committee informed of the project's development; coordinate meetings with all its members.
10. Coordinate bipartite meetings whenever necessary.
11. Coordinate directive committee meetings; prepare the agenda and send the required documentation on time.
12. Go over and approve the minute drafts for meetings celebrated within the framework of the Project, and promote their signing.
13. Represent the Project in meetings and other activities whenever required.

Project promotion responsibilities

1. Prepare, along with the UNDP country office (OP), the MADS, and under the supervision of the Directive Committee of the Project the Annual Operative Plans for the CLCDS according to the project's documents.

2. Prepare and present trimester reports about the CLCDS achievements, together with all other reports required by the executing entity and the UNDP.
3. Coordinate the CLCDS actions according to the annual operative plans (POA) and the budget.
4. Supervise and coordinate the necessary work to guarantee that the CLCDS results match the project's documents, the logical framework, and the achievement indicators.
5. Coordinate and prepare, together with the UNDP and the MADS, the elaboration of obligatory reports which are a part of the monitoring process, assessment and budget of the process according to the donors' requisites specified in the Project document(s) and/or whenever they may be required.
6. Facilitate medium term and final assessments done by independent advisors.
7. Carry out a continuous periodical follow-up of the ECBDC's impacts related to results and activities previously established in the project documents.
8. Identify the risks that could affect achievement of impact predicted for the CLCDS and for each of its implementation proposals, and the definition and application of corresponding mitigation strategies.
9. Make sure, together with the officer from UNDP, that these risks are updated in UNDP ATLAS system.
10. Hand in the activity report to the OP from UNDP when required.

Management Responsibilities

1. Make sure that projects comply with United Nations Policies as far as regulations, procedures, report requirements and ethical standards go.
2. Know the management procedures established by the UNDP and make sure these are properly implemented on behalf of the MADS; make sure all activities developed by the project's associates receive the agreed resources from UNDP and other project donors for their execution.
3. Make sure that UNDP, MADS and other donor logos are properly used according to the instructions contained in the Project document.
4. In accordance with UNDP guidelines and in coordination with the OP, prepare the terms of reference for the advisors hired for the project; supervise and coordinate their work, and check and approve their products.
5. With the support of the project's management team, guarantee the efficient execution and transparent of physical and financial resources, in accordance with UNDP regulations.
6. The coordinator will be responsible for: managing the project's finances, following UNDP regulations; approving management and financial reports, and external communications as well as supervising the travel authorization procedures, personnel hiring, and acquisitions of apparatus, goods and services of all the associates and members who participate in the execution of the project.

7. Control costs and budget balance; guarantee that commitments on the project's budget are met.

8. Assume general responsibility of financial meetings; Deliver objectives established in the annual work plans and present reports on the project's funds while keeping the necessary records.

All other functions that may be assigned which are relevant to the post.

Requisites – professional profile

Professional degree in Industrial Engineering, Finance, Business Management or Chemical Engineering.

Three years of general experience in management, activity control or Project coordination posts.

Knowledge in the area of Project financing, budget control and associated costs.

Outstanding inter-personal relationships and bilingual communications (High English Language Level).

Interest for the environmental area's subjects as part of the activities to be executed.

Experience in system management, especially software like Word, Excel and Power Point.

Knowledge of the UNDP management procedures will be valued.

Only those applications that cover all the requirements will be assessed. Interviews will be scheduled with the people selected who are considered most appropriate for the post.

Criteria that will be assessed in the interview

Interest for the subject
Inter-personal relations
Conflict management

Duration of contract

12 months total with the possibility of renewal.

Location

Work headquarters will be located in Bogota

Contracting, value, and payment modes

The contracting mode will be Service Contract. Fees will go in accordance to professional merit and the UNDP fee table. The UNDP is not subject to deductions and does not have to pay VAT for personal services, according to Article 21 of Decree 2076 of 1992.

PROJECT ADVISOR

TERMS OF REFERENCE

PROJECT No.	76188
PROJECT TITLE	Preparation of Colombia's Climate Change Capacity Building Project Proposal
POST TITLE	Low carbon growth advisor with an emphasis on sectoral processes and inter-institutional coordination
DEDICATION	Service contract
WORK HEADQUARTERS	Bogota
DURATION OF SERVICE	12 Months with possibilities of renewal

1. JUSTIFICATION AND PRECEDENTS

Colombia ratified the United Nations Framework Convention of Climate Change and the Kyoto Protocol thereafter. Because of the commitments acquired there, the country has produced two National communications which include Greenhouse Gas (GHG) Inventories for four years (1990, 1994, 2000 y 2004). The country has actively participated in carbon markets with a portfolio of 152 MDL projects, 24 of which are registered before the United Nations. The nation wishes to contribute to the global mitigation effort, deviating from its current Business as Usual (BAU) emission trajectory. However the country lacks a study to estimate the baseline and propose emission reduction alternatives. Therefore, in order to place the country on a low emission path it is necessary to develop a Project that will contribute to generate a low carbon emission growth route.

The UNDP and the EU have made a global Alliance that will benefit approximately 10 countries, one of them Colombia, so as to develop said low carbon emission growth routes. In order for this Alliance to be effective, the Colombian government together with the UNDP has decided to organize the different interventions about the project, which has been called the Colombian Strategy for Low Carbon Development (CLCDS). It is expected that with the preparatory phase from UNDP – UE the framework of action for the strategy will be defined; the strategy will be multi-donor and inter-institutional. In order to launch the strategy, a person who will support the project's coordinator, support the formulator in technical aspects of the strategy, and serve as a link between participating institutions is needed.

Objective of the contract

Support the formulation and implementation of the CLCDS from a sectoral and an inter-institutional point of view, with an emphasis on energy, agriculture and housing, and support the definition of entry points for the UNDP– UE initiative

Responsibilities

Coordination Responsibilities:

1. Guarantee a close work relationship between the UNDP, the MADS and all other interested parties.
2. Alongside the management assistant and the coordinator, supervise the adequate execution of the CLCDS
3. Develop all the reports required within the implementation framework of the Strategy.
4. Support the Project coordinator in managing and coordinating the logistics for workshops and events.
5. Support the coordinator to guide and supervise the work done by advisors and sub-contractors, and assure proper financing of the agreed work plans.
6. Promote the coordinated participation of government institutions and non-governmental organizations at a central and local level, during the execution of the project.
7. Support the UNDP in the follow-up of projects framed by actions related to the CLCDS, as well as identify links and opportunities.
8. Support the Project coordinator in the preparation and presentation of trimester reports on the project's achievements, together with other reports requested by the executing entity and the UNDP.
9. Carry out periodical and continuous follow-ups of the project's impacts related to the results and activities anticipated by it.

Management Responsibilities

1. Make sure the Project meets United Nations policies with regards to regulations, procedures, report requirements, and ethical standards.
2. Know management procedures established by UNDP and assure their proper implementation.
3. With the support of the project's management team, guarantee the efficient and transparent execution of physical and financial resources in accordance with the regulations established by UNDP.

4. With the help of the management assistant check all of the documents from each of the processes applying rules and procedures established by UNDP for acquisitions and contracts.
5. With the support of the management assistant, carry out follow-ups on the project's application and requirement procedures.
6. All other functions that may be assigned which are related to the post.

Requisites –professional profile

Professional degree in Industrial Engineering, Finance, Business Management or Chemical Engineering.

A minimum of two years of general experience in posts in the management and activity control area or in project coordination.

Solid knowledge in the area of Project finance, budget and associated costs control.

Excellent inter-personal and communication relations; bilingual (High Level of English language).

Experience in systems operation, especially software like Word, Excel and Power Point.

Knowledge of UNDP management procedures will be valued.

Only those applications that cover all the requirements will be assessed. Interviews will be scheduled with the people selected who are considered most appropriate for the post.

Duration of contract

4 months total with the possibility of renewal.

Location

Work headquarters will be in Bogotá.

Contracting, value, and payment modes

The contracting mode will be Service Contract. Fees will go in accordance to professional merit and the UNDP fee table. The UNDP is not subject to deductions and does not have to pay VAT for personal services, according to Article 21 of Decree 2076 of 1992.

4. Current and potential cooperators of the CLCDS

DONOR GENERAL STRATEGY ACTIVITIES	USD
UNDP-UE	856,000
MAPS	427,572
IADB	390,000
WRI	90,000
WB-DNP	300,000
MADS	234,000
USAID Public Policy Program	40,000
USAID LEDS	800,000
PMR-WB	350,000
UK	145,000
UNDP AGRICULTURE	80,000
UNEP RISOE	60,000
CCAP	TECHNICAL,
GIZ	TECHNICAL
TOTAL	3'772,572



**Executive Board of the
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Evaluation

The evaluation policy of UNDP

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I. Introduction

1. The present document presents the revised policy of UNDP for evaluation, as approved in 2011. The purpose of the policy is to establish a common institutional basis for the UNDP evaluation function. The policy seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, and to support accountability. The policy also applies to UNDP and its associated funds and programmes – the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme. The policy will be subject to periodic independent review.

2. The policy responds to resolution 59/250 of 2004, in which the General Assembly required the systematic evaluation of United Nations system operational activities by assessing their impact on poverty eradication, economic growth and sustainable development of programme countries. It further mandates the United Nations system to promote national ownership and capacity development and to make system-wide progress in collaboration in evaluation. The policy draws from and is aligned with the norms and standards for evaluation in the United Nations system approved by the United Nations Evaluation Group (UNEG) in April 2005.

3. UNDP subscribes to the overarching United Nations goal of reducing extreme poverty and hunger by half by 2015. It supports the efforts of partner countries to achieve the Millennium Development Goals (MDGs) and other development results primarily through its role as a global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build better lives. While emphasizing national ownership and capacity development, UNDP helps countries develop and share solutions to challenges in key strategic development areas. As resident coordinator of United Nations operational activities at the country level, UNDP promotes effective coordination of United Nations system support to national priorities.

4. Evaluation in UNDP provides an objective assessment of contributions to development results, through assessing its programmes and operations, including advocacy, advisory services, knowledge management, technical assistance, coordination and partnerships. Evaluation addresses what works and why, as well as what does not work, and unintended outcomes. This will support accountability, inform decision-making and allow UNDP to better manage for development results.

5. Evaluation will improve learning and knowledge for development among UNDP and its partners. Engagement of all key stakeholders will enhance capacity for evaluation as well as its utility. The strengthening of knowledge-management systems, learning groups and communities of practice will increase access to knowledge and enhance knowledge-sharing, collaboration and innovation.

6. The present policy note establishes the guiding principles and norms; explains key evaluation concepts; outlines the main organizational roles and responsibilities; defines the types of evaluation covered; and identifies the key elements of a system for learning and knowledge management. It also outlines the capacity and resource requirements to enhance excellence in the development of an evaluation culture and a learning organization.

II. Guiding principles

7. The following are the key principles:

(a) **Human development and human rights.** Evaluation is guided by the people-centred approach of UNDP to development, which enhances capabilities, choices and rights for all men and women. Evaluation abides by universally shared values of equity, justice, gender equality and respect for diversity.

(b) **United Nations system coordination and global partnership.** Evaluation draws on and contributes to collaboration within the United Nations system to improve effectiveness and reduce transaction costs for development cooperation. UNDP advocates strengthened professional collaboration under the aegis of UNEG and country-level coordination in evaluation under the Resident Coordinator system. With the increasing engagement of UNDP in global initiatives and partnership programmes with other donors, non-governmental organizations and civil society, the conduct of joint evaluations enhances global partnership.

(c) **National ownership.** Evaluation should be guided by national priorities and concerns and should be conducted in alignment with national systems. It should be inclusive and take into account diverse national interests and values. Evaluation should strengthen partnerships with governments and key stakeholders. It should build the capacity of national institutions to implement, monitor and evaluate.

(d) **Managing for results.** Evaluation supports UNDP to manage for results by assessing the extent to which UNDP processes, products and services contribute effectively to development results affecting people's lives. Through this, evaluation highlights the need for quality in the design of programmes so that results are clear, measurable and can be monitored and evaluated. Through the generation of evidence, evaluation enables more informed management and decision-making for strategic planning and programming.

III. Norms

8. UNDP evaluations operate under norms based on the UNEG norms for evaluation in the United Nations system, as follows:

(a) **Independence.** The evaluation function should be structurally independent from the operational management and decision-making functions in the organization so that it is free from undue influence, more objective, and has full authority to submit reports directly to appropriate levels of decision-making. Management must not impose restrictions on the scope, content, comments and recommendations of evaluation reports. To avoid conflict of interest, evaluators must not be directly involved in policy-setting, design, implementation or management of the subject of the evaluation either before, during or after the evaluation.

(b) **Intentionality.** The rationale for an evaluation and the decisions to be based on it should be clear from the outset. The scope, design and plan of the evaluation should generate relevant, timely products that meet the needs of intended users.

(c) **Transparency.** Meaningful consultation with stakeholders is essential for the credibility and utility of the evaluation. Full information on evaluation design and methodology should be shared throughout the process to build confidence in the findings and understanding of their limitations in decision-making.

(d) **Ethics.** Evaluation should not reflect personal or sectoral interests. Evaluators must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings. In line with the Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender inequality.

(e) **Impartiality.** Removing bias and maximizing objectivity are critical for the credibility of the evaluation and its contribution to knowledge. Prerequisites for impartiality are: independence from management; objective design; valid measurement and analysis; and the rigorous use of appropriate benchmarks agreed upon beforehand by key stakeholders. In addition to being impartial, evaluation teams should include relevant expertise and be balanced in their gender and regional composition.

(f) **Quality.** All evaluations should meet minimum quality standards defined by the Evaluation Office. The key questions and areas for investigation should be clear, coherent and realistic. The plan for evaluation should be practical and cost effective. To ensure that the information generated is accurate and reliable, evaluation design, data collection and analysis should reflect professional standards, with due regard for any special circumstances or limitations reflecting the context of the evaluation. To ensure this, the professionalism of evaluators and their intellectual integrity in applying standard evaluation methods is critical. Evaluation findings and recommendations should be presented in a manner that will be readily understood by target audiences.

(g) **Timeliness.** Evaluations must be designed and completed in a timely fashion so as to address the specific purpose and objectives for which they were commissioned and ensure the usefulness of the findings and recommendations. Balancing technical and time requirements with practical realities while providing valid, reliable information is central to ensuring that the evaluation function supports management for results.

(h) **Utility.** Evaluation is a management discipline that seeks to provide information to be used for evidence-based decision-making. To enhance the usefulness of the findings and recommendations, key stakeholders should be engaged in various ways in the conduct of the evaluation. The scope, design and plan of the evaluation should generate relevant, timely products that meet the needs of intended users. The interpretation of findings should be grounded in the realities of the country and programme context, and the recommendations made should be practical and realistic.

IV. Key concepts

9. **Evaluation.** Evaluation is judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts, based on agreed criteria and benchmarks among key partners and stakeholders. It involves a rigorous, systematic and objective process in the design, analysis and interpretation of information to answer specific questions. It provides assessments of what works and why, highlights intended and unintended results, and provides strategic lessons to guide decision-makers and inform stakeholders.

10. **Monitoring and review.** Monitoring and review are distinct from evaluation. Monitoring is a continuous function providing managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and on the internal and external factors affecting results. Monitoring provides an early indication of the likelihood that expected results will be attained. It provides an opportunity to validate the programme theory and logic and to make necessary changes in programme activities and approaches. Information from systematic monitoring serves as a critical input to evaluation. Reviews are closely associated with monitoring and are periodic, often light assessments of the performance of an initiative and do not apply the due process or methodological rigor of evaluation.

11. **Audit is distinct from evaluation.** Audit is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It assesses and contributes to the improvement of governance, risk management and control processes in responding to risks regarding the reliability and integrity of financial and operational information; effectiveness and efficiency of operations; safeguarding of assets; and compliance with regulations, rules, policies and procedures.

Definition

12. **Development results are:**

(a) **Output:** Tangible product (including services) of an intervention that is directly attributable to the initiative. Outputs relate to the completion (rather than the conduct) of activities and are the type of results over which managers have most influence. An example of an output for a project for judicial reform is the number of judges trained and qualified.

(b) **Outcome:** Actual or intended changes in development conditions that an intervention(s) seeks to support. The contribution of several partners is usually required to achieve an outcome. When the same example is applied, an outcome is the improvement in the judicial process as evidenced by a reduction in the backlog of cases.

(c) **Impact:** Actual or intended changes in human development as measured by people's well-being. In this example, an impact is demonstrated by the fact that more people have access to justice and are better able to exercise their rights.

13. **Attribution:** The precise causal link to changes in development results flowing from an individual intervention. For example, the number of judges trained could be directly attributed to a specific intervention.

14. **Contribution:** The changes in development results that can be credibly linked to an intervention. Contribution implies a logical cause-and-effect relationship that points to the meaningful input of an intervention to the development result(s). For instance, improvement in the judicial process could result from the interventions of several actors working to train judges, improve administrative processes or bring about changes in legislative policy.

15. **Organizational effectiveness:** This refers to more direct, accountable and attributable measures of performance over which the organization has relatively more control or manageable interests.

16. **Development effectiveness:** This is the extent to which the intended development goals of a country are achieved through the agency of the government, civil society and development partners. Evaluation assesses the effectiveness of the

partners' contribution in enhancing the factors and conditions that enable countries to achieve their development goals.

V. Roles and responsibilities

17. All constituents of UNDP, including the Executive Board, have key and distinct roles and responsibilities in ensuring that evaluation supports learning and accountability. Working together, they contribute to a coherent and effective evaluation system. The evaluations conducted by UNDP fall into two categories: independent evaluations conducted by the Evaluation Office, and decentralized evaluations commissioned by programme units and conducted by independent external experts. Roles and responsibilities for each of these categories and for national evaluation capacity development are described below.

18. **The Executive Board of UNDP/UNFPA** is the custodian of the evaluation policy. The Executive Board:

- (a) Approves the evaluation policy and considers the annual reports on its implementation;
- (b) Ensures the independence of the evaluation function by:
 - (i) Approving annually the costed programme of work for the Evaluation Office;
 - (ii) Reviewing and advising on the appointment, renewal and dismissal of the Director of the Evaluation Office.
- (c) Requires management response and follow-up to all evaluations by UNDP;
- (d) Uses and draws on the findings and recommendations of evaluations for oversight and approval of corporate policy, strategy and programmes;
- (e) Reviews and approves the management responses to independent evaluations;
- (f) Requests periodically the Evaluation Office to commission an independent review of the evaluation policy.

A. Independent evaluations

19. **The Evaluation Office of UNDP** is the custodian of the evaluation function under the following aspects of evaluation. The Evaluation Office:

- (a) *Governance and accountability*
 - (i) Prepares and periodically reviews and updates UNDP policy for evaluation;
 - (ii) Submits annually its costed programme of work to the Executive Board;
 - (iii) Reports annually to the Executive Board on the function, compliance, coverage, quality, findings and follow-up to evaluations conducted by UNDP and its associated funds and programmes;
 - (iv) Maintains a system to make all evaluation reports, management response and the status of follow-up actions publicly accessible;
 - (v) Regularly alerts senior management to emerging evaluation-related issues of corporate significance, without taking part in decision-making.

(b) *Conduct of evaluations*

(i) Promotes national ownership and leadership of, and capacity development in evaluation through country-led and joint evaluations, while ensuring the independence, quality and utility of evaluation;

(ii) Develops annually the programme of work for independent evaluations, based on consultations with the Executive Board, senior management, the associated funds and programmes and other stakeholders, and in response to emerging issues that the Evaluation Office may identify;

(iii) Conducts thematic evaluations, programme evaluations such as the Assessment of Development Results (ADRs) at the country level, evaluations of global, regional, and South-South programmes, and other evaluations as required;

(iv) Ensures that independent evaluations provide strategic and representative coverage of UNDP programmes and results and are completed in a timely manner to feed into decision-making;

(v) Conducts independent evaluations in line with best international evaluation standards, including the UNEG norms and standards, Code of Conduct and Ethical Guidelines, and contributes to innovation in evaluation methodology and dissemination of good practices.

(c) *Partnership and knowledge management*

(i) Maintains a publicly accessible repository of evaluations;

(ii) Distils evaluation findings and lessons for dissemination in appropriate formats for targeted audiences;

(iii) Supports the development of learning groups and communities of practice in evaluation by establishing and supporting knowledge networks;

(iv) Engages in partnership with professional evaluation networks, including UNEG, the Development Assistance Committee Network on Evaluation, the Evaluation Cooperation Group of the multilateral development banks, and regional organizations to enhance quality and credibility.

(d) *United Nations reform*

(i) Ensures that evaluation in UNDP contributes to and remains consistent with United Nations policy and reforms;

(ii) Supports the harmonization of the evaluation function in the United Nations system;

(iii) Prioritizes joint evaluations with United Nations agencies;

(iv) Contributes evaluative evidence to system-wide evaluations;

(v) Contributes to the annual work programme of UNEG.

(e) *Management*

The Director of the Evaluation Office is accountable for:

(i) Managing the Evaluation Office budget, including contributions from partners;

(ii) Managing the recruitment of the Evaluation Office staff, in line with UNDP recruitment procedures and UNEG competencies for evaluators, taking the final decision on selection of staff.

20. **The Administrator of UNDP** is accountable for UNDP results, and:

(a) Safeguards the integrity of the evaluation function and its independence from operational management;

(b) Appoints, renews, and/or dismisses the Director of the Evaluation Office, in consultation with the Executive Board, in line with UNEG standards, and limits the term of appointment to four years, renewable once, and bars re-entry into the organization;

(c) Submits an annual report on the performance of the Director of the Evaluation Office to the Bureau of the Executive Board;

(d) Safeguards the independence of the Evaluation Office by ensuring that the Director has the final say on the contents of all evaluation reports issued by the Evaluation Office;

(e) Provides sufficient resources and capacity for evaluation in the organization, including resources for the Evaluation Office and independent evaluations such as global, regional and country programmes and thematic evaluations;

(f) Ensures that UNDP prepares a management response to independent evaluations that are submitted to the Executive Board;

(g) Ensures that senior management responds to and utilizes evaluation in their operational, strategic, policy and oversight functions and that appropriate follow-up to the findings and recommendations of independent evaluation is taken by the relevant units.

21. **The senior management of practice and policy bureaux, regional bureaux, and country offices:**

(a) Ensures the evaluability of programmes by identifying clear results, developing measurable indicators, and establishing performance targets and baseline information;

(b) Ensures the effective monitoring and decentralized evaluation of implementation and performance of programmes to generate relevant, timely information for the conduct of independent evaluations;

(c) Makes all requested and relevant information available to the independent evaluation team;

(d) Draws on evaluation findings to improve the quality of programmes, guide strategic decision-making on future programming and positioning, and share knowledge on development experience;

(e) Promotes organizational learning through analysis and application of evaluation findings across regions, themes and results areas, including through knowledge systems and products.

B. Decentralized evaluations

22. **The Administrator of UNDP** is accountable for UNDP results, and:

(a) Ensures compliance with the evaluation policy as integral to effective accountability across the organization;

(b) Provides sufficient resources and capacity for decentralized evaluations;

(c) Approves any revisions to evaluation plans attached to regional, global and thematic programmes;

(d) Ensures that UNDP prepares a management response to decentralized evaluations;

(e) Ensures that senior management responds to and utilizes decentralized evaluation in their operational, strategic, policy and oversight functions and that appropriate follow-up action to the findings and recommendations of decentralized evaluations is taken by the relevant units.

23. The senior management of practice and policy bureaux, regional bureaux and country offices that manage global, regional, country and thematic programmes:

(a) Ensures the evaluability of programmes by identifying clear results, developing measurable indicators, and establishing performance targets and baseline information;

(b) In collaboration with stakeholders and partners, ensures the effective monitoring of implementation and performance of programmes to generate relevant, timely information for management for results and evaluation;

(c) With partner governments and key stakeholders, develops a costed evaluation plan attached to programme documents. In the case of country offices, budgets the plan no later than at the time of adoption of the country programme action plan. Periodically reviews and updates the plan to ensure its relevance to national priorities;

(d) Establishes an appropriate institutional arrangement to manage evaluation;

(e) Ensures adequate resources for evaluation;

(f) Safeguards the independence of the evaluation process and product;

(g) Ensures the implementation of the evaluation plan in line with established quality standards, including the UNEG Norms and Standards, Code of Conduct, Ethical Guidelines and UNDP evaluation guidance;

(h) Advocates country-led and joint evaluations to promote national ownership and leadership of evaluation while ensuring the independence, quality and utility of evaluation;

(i) Makes all necessary information available to the evaluation team;

(j) Promotes joint evaluation work with the United Nations system and other partners, while ensuring accountability for the specific contributions of UNDP to development results. In the case of country offices, it contributes to the UNDAF evaluation;

(k) Prepares, in consultation with national partners, management responses to all evaluations, and ensures and tracks appropriate, timely implementation of the agreed evaluation recommendations;

(l) Draws on evaluation findings to improve the quality of programmes, guide strategic decision-making on future programming and positioning, and share knowledge on development experience;

(m) Ensures the transparency of and public access to all evaluation reports;

(n) Promotes organizational learning through analysis and application of evaluation findings across regions, themes and results areas, including through knowledge systems and products.

24. In their exercise of line oversight and support to evaluations commissioned by country offices, the **Directors of regional bureaux:**

(a) Ensure evaluability of country programmes, quality of evaluation plans and evaluation practices by country offices and the full implementation of costed evaluation plans;

(b) Support and guide country office capacity in evaluation, including establishing regional expertise and regional evaluation support systems;

(c) Review and clear revisions of evaluation plans attached to country programmes;

(d) Ensure effective use of evaluations for oversight.

25. The Evaluation Office:

(a) Sets evaluation standards for planning, conducting and using decentralized evaluations, and assesses the quality of evaluation reports;

(b) Disseminates methodology and good practice standards for evaluation management in UNDP;

(c) Provides a roster of evaluation experts;

(d) Supports a network of evaluation practitioners;

(e) Maintains a public depository of evaluation resources to facilitate sharing of evaluative knowledge.

Mandatory decentralized evaluations

26. UNDP ensures that planned evaluations assess its contribution to development results at the outcome level. These evaluations should together provide sufficient coverage of programmatic activities, address all outcomes in the programme document, and produce evaluative evidence to inform decision-making and support accountability and learning.

27. Mandatory decentralized evaluations are the evaluations that have been identified in the evaluation plan annexed to the global, regional, country and thematic and South-South programmes. A comprehensive and strategic evaluation plan should include an appropriate mix of outcome-level, project and thematic evaluations, including joint evaluations. Evaluations when required by a cost-sharing agreement or partnership protocol (e.g., Global Environment Facility) are mandatory, and should be included in the evaluation plan.

28. Evaluation plans are reviewed as part of the annual programme review process to ensure relevance of the planned evaluations. With the advance clearance by the regional bureau, the evaluation plans for country offices can be revised, with government agreement, for compelling reasons such as major changes in policy, programme or evaluation context. The Administrator approves any changes in the regional, global, thematic and South-South programme evaluation plans.

C. National evaluation capacity development

29. UNDP programme units promote and coordinate South-South and trilateral cooperation in support of capacity-building for evaluation at the country level by strengthening communities of practice in evaluation and maintaining regional rosters of evaluation experts and institutes in each region.

30. At the request of programme host Governments, UNDP provides support to national evaluation capacity development.

31. In collaboration with UNEG, the Evaluation Office supports national evaluation capacity development and provides a forum for discussion of evaluation issues confronting countries and enables participants to draw on recent and innovative experiences of other countries and facilitates the preparation of the ground for formulation of longer-term initiatives to strengthen national capacities for public policy evaluation through South-South and trilateral cooperation.

VI. United Nations Capital Development Fund and United Nations Volunteers programme

32. **Evaluation units of the associated funds and programmes** are the custodians of the evaluation function in their organizations, and for their fund or programme, respectively, they:

- (a) Periodically review and revise, as necessary, the evaluation policy;
- (b) Contribute to the development by the Evaluation Office of common evaluation quality standards and guidelines;
- (c) Support the elaboration of well-defined results frameworks to facilitate the evaluation of programmes and activities;
- (d) Submit to their senior management a biennial plan and budget for the evaluation unit;
- (e) Develop, in consultation with key stakeholders, an annual agenda of evaluations to be conducted;
- (f) Manage and conduct evaluations;
- (g) Ensure, whenever possible, joint evaluation work with the United Nations system and other partners;
- (h) Quality assure mandatory evaluations outsourced or managed by programme staff;
 - (i) Ensure the maintenance of a publicly accessible repository of evaluations;
 - (j) Ensure the dissemination of evaluation findings and lessons in appropriate formats for targeted audiences, and promote their consideration in decision-making and for learning;
 - (k) Track management response and follow-up to agreed evaluation recommendations;
 - (l) Alert their senior management to evaluation-related issues of corporate significance;
 - (m) Provide input to the annual report on evaluation to the Executive Board;
 - (n) Contribute to developing evaluation capacity;
 - (o) Ensure consistency with United Nations policy and reforms, and contribute to improving evaluation collaboration, quality and usefulness, including through participation in UNEG.

33. **Mandatory evaluation criteria for UNCDF are:**

- (a) At least one strategic or thematic assessment per year in response to corporate priorities;

(b) Mid-term or final evaluations of selected projects in critical areas of relevance to the two UNCDF practice areas of local development and inclusive finance;

(c) Project evaluations when required by a partnership protocol;

(d) Participation in evaluations of joint programmes as required by approved joint programme documents.

34. Mandatory evaluations for UNV are:

(a) One strategic or thematic assessment per year in response to demands identified during a corporate consultative process;

(b) Mid-term or final evaluations of selected projects and initiatives financed from the Special Voluntary Fund, in critical areas and/or areas where there is a need to learn about the contribution of volunteerism to peace and development;

(c) Project evaluations when required by a partnership protocol;

(d) Participation in evaluations of joint programmes when required by the programme design.

VII. Use of evaluation findings and recommendations

35. All evaluations will have a management response that should be systematically implemented by UNDP. The Evaluation Office maintains a system to track management responses to evaluations. The status of follow-up actions should be updated by management in the tracking system. The Evaluation Office periodically briefs those with oversight function on the status of follow-up to evaluation recommendations and implementation of management responses, and alerts senior management to any areas of concern.

36. All UNDP evaluation reports are made public. The Director of the Evaluation Office is responsible for authorizing the dissemination of independent evaluation reports and related material. Resident representatives, regional bureau directors, and directors of practice and policy bureaux are required to disclose all evaluations commissioned by their respective units.

37. To facilitate wider use and dissemination of evaluation findings, the executive summary of all independent evaluations are translated into the three working languages of UNDP. The Evaluation Office is responsible for a communication and outreach programme to expand the effective use of independent evaluation findings and the development of a learning community. Country offices are encouraged to translate a summary of evaluations into local languages and use other means in order to inform stakeholders of findings and for learning.

38. As a learning and knowledge-based organization, UNDP ensures that constituents of the organization draw lessons from evaluations and internalize evaluative knowledge in programming and knowledge-sharing efforts. Lessons from evaluation should not be limited to the immediate subject matter of evaluation and should be shared across countries, regions and focus areas in which UNDP works. Knowledge generated from UNDP evaluation should be useful to national and international partners in development and contribute to global policy debate and innovation in development.

Annex I

Types of evaluation

Independent evaluations

Thematic evaluations assess UNDP performance in areas that are critical to ensuring sustained contributions to development results in the context of emerging development issues and changing priorities at the global and regional levels. Thematic evaluations may cover, for example, UNDP policies, focus and results areas, partnerships, programmatic approaches, cooperation modalities, or business models.

Global, regional and South-South programme evaluations assess the performance and intended and achieved results of those programmes. They are intended to reinforce the substantive accountability of UNDP to the Executive Board, and will be timed to contribute to the preparation and approval of the next programme.

Assessments of Development Results (ADRs) assess the attainment of intended and achieved results as well as UNDP contributions to development results at the country level. Their scope includes, but is not necessarily confined to, UNDP responsiveness and alignment to country challenges and priorities; strategic positioning; use of comparative advantage; and engagement with partners. The number and selection of countries, and the timing of these evaluations, will be determined to ensure coverage and to allow findings and recommendations to feed into the preparation of the subsequent programme. Wherever possible, these evaluations will be conducted jointly or at a minimum, in coordination with other United Nations organizations.

Decentralized evaluations

UNDAF evaluations focus on UNDAF outcomes, their contributions to national priorities and the coherence of United Nations Country Team support. The UNDAF evaluation is timed to provide inputs to the preparation of the next UNDAF, country programmes and projects by individual agencies. The UNDAF evaluations take place at the beginning of the penultimate year of the programme cycle and build on UNDAF annual reviews, as well as major studies and evaluations that have been completed by individual agencies.

Global, regional and country programme evaluations assess UNDP attainment of intended results and contributions to development results and outcomes as outlined in the respective programmes. The evaluation examines key issues such as UNDP effectiveness in delivering and influencing the achievement of development results and UNDP strategic positioning.

Outcome evaluations address the short-term, medium-term and long-term results of a programme or cluster of related UNDP projects. They include an assessment of the effectiveness, efficiency, sustainability and relevance of the programme against their own objectives, their combined contribution, and the contribution of external factors and actors. Outcome evaluations also examine unintended effects of the programme or projects. Rather than being ad hoc, the selection of the programme or project cluster to be evaluated should be guided by strategic decisions made by the programme unit, in line with the evaluation plan. This decision should be informed by agreements with national government and key stakeholders and partnership requirements, with attention to utility and linkage with strategic and programmatic evaluations.

Thematic evaluations assess UNDP performance in areas that are critical to ensuring a sustained contribution to development results in the context of emerging development issues and changing priorities in a given context that is pertinent to a UNDP programme unit. Thematic evaluations may cover, for example, UNDP results and focus areas, cross-cutting issues such as gender and capacity development, partnerships, programmatic approaches, cooperation modalities, or business models.

Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Projects can be evaluated during the time of implementation, at the end of implementation (terminal evaluation), or after a period of time after the project has ended (post- evaluation). Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers. Additionally, project evaluation provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and ADRs, and for distilling lessons from experience for learning and sharing knowledge.

Evaluations in UNV and UNCDF

Strategic and thematic evaluations provide a basis for developing forward-looking strategies for organizational effectiveness and core thematic programme areas. They involve reviews of past experience to identify strengths and gaps in the approach and results relating to a particular aspect of the organization and its approach, or to a thematic programme area. They may also include a review of the global trends and partner practices in the organizational or thematic area to determine whether approaches and interventions are relevant. Strategic and thematic evaluations are undertaken by UNCDF and UNV.

Programme and project evaluations can focus on evaluating performance mid-way through and at the end of the programme cycle. They assess the specific contributions, efficiency, effectiveness, relevance and sustainability of interventions, as well as strategic positioning and partnerships. Programme and project evaluations are undertaken by UNCDF and UNV.

Joint evaluations

Joint evaluations are one modality of carrying out an evaluation to which different partners contribute. Any evaluation can be conducted as a joint evaluation; there are various degrees of "jointness", depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. There is often a steering group that oversees the process and a smaller management group to ensure that implementation goes smoothly. Increasingly, joint evaluations are pursued as a preferred option in UNDP while maintaining accountability for its own contribution to results. At the country level, UNDAF evaluations are carried out jointly by United Nations agencies.

Annex III Management response template

Key recommendations and management response

Evaluation recommendation 1.			
Management response:		Tracking [†]	
Key action(s)	Time frame	Responsible unit(s)	Status
1.1			
1.2			
1.3			

Evaluation recommendation 2.			
Management response:		Tracking	
Key action(s)	Time frame	Responsible unit(s)	Status
2.1			
2.2			
2.3			

Evaluation recommendation 3.			
Management response:		Tracking	
Key action(s)	Time frame	Responsible unit(s)	Status
3.1			
3.2			
3.3			

* Status of implementation is tracked electronically in the Evaluation Resource Centre database.



**COMITÉ DE EVALUACIÓN DE PROYECTOS
PAC**

Fecha de la Reunión: 09 de Abril 2012

Proyecto No. : 00066076 – PROJECT ID: 00082340

Título: MAPS- Evaluación conjunta de alternativas de desarrollo bajo en carbono

Nombre de la Agencia de Ejecución: PNUD

Duración del Proyecto: 3 años

Modalidad de Ejecución: NIM

UNDAF Outcome(s): Capacidades nacionales, regionales y locales fortalecida para la gestión integral del territorio que garantice el desarrollo sostenible

Expected CP Outcome *Se consolidan las capacidades nacionales para promover la sostenibilidad ambiental, la gestión integral de riesgos de desastres y la planificación territorial sostenible*

Expected CP Output: *Instituciones públicas y de la sociedad civil consolidan capacidades para enfrentar y reducir el impacto negativo del cambio climático, la reducción de la capa de ozono, el manejo de los residuos sólidos, el manejo integral del recurso agua, y de los contaminantes orgánicos persistentes, en concordancia con los acuerdos internacionales*

Presupuesto del Proyecto:

Funcionario que solicita el análisis del PAC: Jimena Puyana



Análisis de Riesgos:


Type of risks and description	Rating	Remedial actions
Información recopilada deficiente o insuficiente para desarrollar las curvas de abatimiento fundamentals en el objetivo del proceso.	Bajo	El MADS realizó un estudio profundo para escoger el grupo de investigación mas adecuado para desarrollar las curvas de abatimiento. Adicionalmente, después de seleccionar a la Universidad de los Andes, se realizaron pruebas piloto en el sector industrial, para hacer los ajustes correspondientes y no repetir errores en los siguientes sectores
Nivel de información bajo acerca de la ECDCB para todos los actores involucrados en el proceso.	Bajo	Uno de los pilares de la ECDCB es publicitar la estrategia a los mas altos niveles, dirigenciales y politicos del país, el lanzamiento se realizó en Presidencia a nivel ministerial. Asi mismo las actividades del cronograma incluyen constantes reuniones de socialización a todos los sectores incluyendo la sociedad civil
Baja y nula cooperación por parte de los sectores productivos, debido a bajos incentivos para ellos	Bajo	La estrategia desde su inicio se basa en un trabajo conjunto del gobierno con los implicados (sectores), la definición de la estrategia se construyó bajo la premisa de trabajo en equipo así como la priorización de resultados que redunden en el mayor beneficio posible para los sectores desde el punto de vista de financiación de nuevos proyectos, transferencia de tecnología, entrenamiento de personal en MRV y acceso futuro a mercados verdes
Incumplimiento de soporte economic por parte de los donantes para la formulación de la estrategia	Bajo	Colombia ha sido denominado como un "hot spot". Adicionalmente, la estructura de la estrategia está muy avanzada y hay un equipo diverso que soporta el desarrollo de las cooperaciones que ya se encuentran en un nivel medio y alto de avance para ser oficializadas

Comentarios y Recomendaciones del PAC:

- Se recomienda confirmar si los recursos serán transferidos en Euros o Dólares, en áreas de confirmar en los documentos pertinentes la información correcta de la cuenta a la cual deben hacer la transferencia esto con el fin de evitar posibles pérdidas por diferencial cambiario.

Miembros del PAC:

Fernando Herrera (Presidente)
Marcela Rodriguez
Jimena Puyana (Ponente caso)
Fernando Travesi
Dario Villamizar
Luis Fernando Angel Calle


Fernando Herrera
Presidente del PAC

Fecha: 09 de Abril 2012